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ABSTRACT

The purpose of this study was to conduct a case study of the NASA (National Aeronautics and Space Administration) Glenn Research Center library to examine strictures related to outsourcing, how they have helped and/or harmed the relationship between the civil servants employed by the library and the contracted employees, and the management of the library as outsourcing is utilized. Sources of data for the case study included documentation, archival records, interviews, and direct observation. Findings are reported in the following areas: (1) the Office of Management and Budget Circular A-76, which sets federal policy regarding the performance of commercial activities by government employees; (2) notification of government employees of the plan to increase the use of on-site contractors; (3) contracted employees' duties and office space; (4) relations between government and contracted employees; (5) a 1992 library user survey; (6) observations of the library and its staff; and (7) proposed revision of Circular A-76. Appendices include a glossary, interview questions, Circular A-76, staff meeting notes, the statement of work for library services, circulation desk procedures, performance standards/monthly statistics, the 1992 library users survey and results, and documents related to revision of Circular A-76. (Contains 28 references.) (MES)

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THE OUTSOURCING EXPERIENCE OF THE TECHNICAL LIBRARY AT NASA GLENN RESEARCH CENTER

A Master's Research Paper submitted to the
Kent State University School of Library
and Information Science
in partial fulfillment of the requirements
for the degree of Master of Library Science

by

Mary S. Case

July, 2001

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- Pub. Law No. 106-398
- *Federal Register*, Vol. 66, No. 100, p. 28494-28495
- *Federal Register*, Vol. 66, No. 100, p. 19786-19787

REFERENCE LIST (Note: Due to the number of added documents for appendices, the Reference List appears in the last two pages of the document.)

I. INTRODUCTION

Much has been written over the years about the National Aeronautics and Space Administration (NASA)[1] and its predecessor, the National Advisory Committee for Aeronautics (NACA) since its inception in 1915. Books and other documents have been written by or on behalf of the agency itself and published by the Government Printing Office. Other documents have been written and published privately. The majority of the publications, whether done by the government or private publishers, concentrate on the agency as a whole, certain areas of the agency, special programs (e.g. the Apollo program or Project Gemini), or specific research centers (e.g. Cleveland's Glenn Research Center). However, none of the publications have focused exclusively on the technical libraries set up at the various research centers.

NASA's technical libraries are located at its centers around the country. Glenn Research Center (formerly known as NASA Lewis Research Center) is one of four research centers, which NASA labels Code R research centers.[2] The research centers come under the arm of NASA known as Aeronautics and Space Transportation Technology. This designation differs from the space centers, which fall under the designation of Space Flight. The space centers also maintain technical libraries.

Glenn Research Center's Technical Library employs three professional librarians with MLIS degrees, and six staff members. Of these nine people, only one is a civil servant employed by NASA. The library supports many of the research needs of the 1,069 scientists and engineers at Glenn Research Center. The library also provides support for interlibrary loan inquiries and requests from NASA's other libraries (not to mention ILL requests from outside NASA). The outsourcing, or contracting out, of the library technical services at Glenn Research Center began in 1983. Due to its standing as an arm of a federal agency, certain strictures were put in place surrounding the outsourcing.

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[1] Appendix A to this paper contains a short glossary of terms.

[2] The other Code R research centers are: Langley Research Center in Hampton, VA; Ames Research Center near San Francisco, CA; and Dryden Research Center near Los Angeles, CA.

Purpose of the Study

The purpose of this study is to conduct a case study of the Glenn Research Center library to examine those strictures, how they have helped and/or harmed the relationship between the civil servants employed by the library, and the contracted employees, and will examine the management of the library as outsourcing is utilized. In order to accomplish the study, the author will examine the history of the library before the decision to outsource was made, the changes, which have taken place since then, and how the current operations have been influenced by the use of contracted employees.

Limitations of the Study

This study is limited to the outsourcing experience at NASA Glenn Research Center's Technical Library, although the decision to outsource was made by the federal government on behalf of all of its agencies and offices.

II. LITERATURE REVIEW

Outsourcing in libraries has been a hot topic since the 1980s. This author has narrowed the search for this paper to include those works which are (1) aimed at special libraries, (2) have been written as how-to guidebooks, or (3) are concerned with government agencies and their libraries. Interestingly, many of the above-mentioned works contained quotes from Peter Drucker, a leading authority on management, about outsourcing in organizations. In one quote, Drucker states that within ten to fifteen years of his writing, it "may well be the rule especially in larger organizations to farm out all activities that do not offer the people working in them opportunities for advancement into senior management"(Drucker 1989, A16).

This aspect of outsourcing may not fit the library setting as well as it might corporate America. While cost effectiveness and improving customer service in libraries are high on the list of "why outsource," inability to move up the ladder of success is not in the outsourcing literature for libraries. However, in a later article, Drucker (Drucker 1994) gets closer to the mark. Drucker states, "[W]ithout systematic and purposeful abandonment an organization will be overtaken by events. It will squander its best resources on things it should never have been doing or should no longer do"(Drucker 1994, 102).

Works on Special Libraries

This author found three sources that specifically discusses the case studies of special libraries presently engaged in outsourcing. The first, and arguably best, source of information documenting the actual experiences of libraries engaged in outsourcing is a compendium of sixteen case studies covering academic, public and special libraries

(Wilson and Colver 1997). A librarian from each of the libraries being studied authors each case study. Each case study describes the objectives that the library hoped to achieve by implementing outsourcing; provides an evaluation of how well the objectives were met, and relates the impact of outsourcing on the staff and other aspects of library operations.

The case studies of most relevance here were the Chubb Law & Business Library in New Jersey (cataloging and database management) and the Indiana Historical Society Library (cataloging a special collection of trade literature pamphlets published by Indiana businesses). The Chubb analysis contained several interesting points with regard to the topic of this paper. The first point addresses the fact that not only were the technical goals achieved but, that "[t]he benefit of the interpersonal or client/consultant relationship was added value to the project, which in many ways was not anticipated at the outset" (Wilson and Colver 1997, 173). Another interesting point was that the Chubb outsourcing was initially rooted in the fact that until 1990, the collection was uncataloged. The cataloging and its maintenance were outsourced at that time to Cassidy Cataloging Services (also located in New Jersey). By 1994, the backlog of uncataloged items was reduced to 25-30% of the collection (new and revised titles). In 1994, the library staff was told to severely reduce or eliminate its outsourcing budget due to a general cost curtailment. The backlog has never disappeared, and uncataloged items needed to be kept separate from the rest of the collection, and required a separate circulation procedure.

The other two works of special library case studies, contained studies of for-profit corporations and their outsourcing experiences. The first article examines the

Information Center of Lexmark International Inc., which partnered successfully with the University of Kentucky for bibliographic conversion of all records to enable migration to a MARC standard system, and gradually included document delivery, dealing with vendors, and eventually all cataloging, acquisitions, interlibrary loan, database searching, and document delivery (Hatfield 1994).

The second article detailed the experiences of the Apple Library and its demise, but also tells the more hopeful tale of the Sun Microsystems library, which was originally an outsourced library but ended up as an insourced one (Helfer 1998). The article states that the Sun library was outsourced from its inception. A librarian hired to administer the library's operations tracked the occasions when its staff members were blocked from assisting patrons because of their contract status; the viewpoint being that contract employees were not as loyal, and could not be trusted with company information that was confidential. The head librarian stated that, "By documenting 'failures' of outsourcing, we created an argument for insourcing"(Helfer 1998).[3]

How-to Guidebooks

Hirshon and Winters (1996) have written a guidebook on how a library should decide whether or not to outsource, and how to go about achieving a successful outsourcing endeavor once the decision is made. They heavily caution, however, that libraries should only view outsourcing as a tool, and state that a library should look for ways to improve its services to become as efficient and effective as possible. If a library operation "is running highly effectively with in-house staff, the library should understandably be reticent to outsource"(Hirshon and Winters 1996, 23). Hirshon and

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[3] It should also be noted that Sun Microsystems is located in Silicon Valley, which was experiencing a booming economy at the time.

Winters also stress the importance of retaining in-house direction. They state that this is necessary for monitoring contract compliance, preparing future requests for proposals (RFPs), and providing information to the staff. Certain operations that may still need in-house direction include bibliographic control matters, and possibly acquisitions matters that need to be handled in-house.

The American Library Association has written a thorough how-to guide which contains a section called "Preparing for Outsourcing," and includes a part on "Staff Involvement," that states in part:

> Unless a very quick decision must be made, it is a good idea to involve staff in the outsourcing decision. Not only can resistance be minimized if those who might otherwise do the work are consulted, but they can also provide the expertise required to develop a suitable procurement document – typically an RFP (request for proposals). (American Library Association 1998)

This section goes on to discuss appointing a staff committee ("care should be taken to appoint people who are open to new ideas"), with written responsibilities, deadlines, and budget. This guidebook even suggests various line items to include in RFPs to vendors of services. For instance, under "Cataloging and Processing," and after listing reasons for outsourcing this function, outside services available, possible vendors, and costs, the guide has a template to use. It lists background of the library seeking services to be performed, general instructions for responding to the RFP, and 33 requirements for the cataloging tasks themselves. A few of these requirements include:

- Cataloging is to be supplied only if it fully conforms to AACR-2 and the OCLC MARC format.
- Supply on full records.
- Use access points "established in the OCLC or LC authority file.

- Cuttering for non-fiction shall be per the Cutter-Sanborn three-figure author table.

Fifteen library functions, or functions necessary to a library's operation, are handled in similar fashion, from computer system management to barcoding.

Government Agencies and Their Libraries

Benaud and Bordeianu (1998) centered their research on outsourcing issues for academic libraries. However, they included a small section on federal libraries, finding that these libraries are moving away from the trend of outsourcing all library services.

> In the mid-1980s, the federal government's long-term strategy was to shift public functions to private enterprise. This movement toward privatization included federal libraries, which were defined as a commercial activity in Circular A-76 issued by the U.S. Office of Management and Budget. As a result, a number of federal libraries were contracted out to the private sector. Many librarians questioned the appropriateness of considering federal libraries as commercial activities and strongly opposed the practice, arguing that libraries could not be considered products that could be purchased off the shelf. This movement eventually fizzled out because privatization costs became higher than anticipated. (Benaud and Bordeianu 1998, 22)

The comments expressed in the above quote were particularly interesting when compared with a survey conducted for the U.S. Department of Education's National Center for Education Statistics (Hawkins and Rossi 1998). The survey reported on trends in federal libraries from 1992-1994 in three basic areas: services, collections and expenditures, and staffing. Although the libraries surveyed were not identified by name, there were 1,234 respondents. The respondents were broken down by (1) organizational structure (e.g., autonomous; reporting to a headquarters; and branch/non-autonomous), (2) functions of the parent organization, and (3) mission/subject area. For instance, in the case of a NASA library, it would be a library (1) with a headquarters, (2) reporting to a parent organization with research/technical responsibilities, and (3) with a mission/subject area in science and technology.

The survey found that federal libraries with the same characteristics as a NASA library reported among the highest percentages of increases in contracting out services. (Hawkins and Rossi 1998, 55, 57, Table 3.5)

One recent study on outsourcing included NASA's libraries in its examination and focused on the issue of managing outsourcing (Martin et al. 2000). Funded by a grant to the Texas Woman's University School of Library and Information Studies, the study also included case studies of outsourcing selection done by the Hawaii Public Library System and the Ft. Worth Public Library System, and the managing of outsourcing by the Riverside County (CA) Library system.

On the issue of management, the study noted differences in staffing, identity, population served, archiving of records, and participation in consortia and networks. The findings on NASA's libraries were based on the responses of only two head librarians or supervisors. Even the authors said that the low response rate "does not permit the survey data to be used or reported with confidence that the answers are representative of all NASA libraries and their staffs"(Martin et al. 2000, 42).

The conclusions reached by the authors appear to have been based on published literature and Web sites. A memorandum written by Langley's Library Team Leader and sent to various NASA librarians stated that she was disturbed by the report due to those circumstances (Helmetsie, 2000).

The conclusions listed regarding NASA included:

- Contract employment is likely to increase.

- NASA's libraries are not having the problems that public libraries appear to have on negotiating and administering contracts.
- Each of the libraries has differing methods of governance, staffing models, archiving, and participation in corsortia and networks.
- Data and published research limited. Further research should be conducted and comparisons made with other federal libraries for statistical significance.

Several articles on outsourcing of federal libraries were found. One compares user perceptions of library services in government libraries contracted out with perceptions of users of government libraries not contracted out. The study found little difference between the two groups (Koenig, Canevello, and Morrison 1999). Johns examined outsourced government libraries from a supplier's (of outsourced services) point of view. She focused on the University of Illinois at Chicago University Library, which successfully provides library services to various corporate and government entities (Johns 1999). Two other articles on government libraries were more general in nature, and were not focused on outsourcing issues. Both articles deal with libraries attempting to meet the needs of government agency employees, as well as the needs of persons outside government agencies desiring special knowledge (Pinelli, Kennedy, and Barclay 1990) (Sy and Walther 1989). Pinelli, Kennedy, and Barclay (1990) reported on a study to be done in the face of more rapid diffusion of technology, with a focus on the diffusion of aerospace knowledge and emphasizing the role of aerospace librarians as information intermediaries. They proposed a study in four phases, involving surveys of various groups:

1. U.S. aerospace engineers and scientists – to determine their information-seeking habits and preferences,
2. U.S. aerospace libraries in government and industry – on their use of print and online databases, IT, marketing strategies, and services provided,

3. U.S. academic aerospace/engineering libraries, faculty and students – questions similar to Phase 2, and

4. Non-U.S. aerospace engineers and scientists, information intermediaries, faculty and students – questions similar to Phases 1-3.

Sy and Walther (1989) determined that government agency librarians depended on two vital factors in order to operate effectively: the ability to function as members of policy teams, and flexibility in expending resources. The librarians need to learn to track issues and anticipate change; learn how to identify clients associated with new projects or issues; and need to determine and meet information needs required by new trends. The article states that early clues to the above information can often be picked up from outside sources, including news media, scanning periodicals (and now, electronic sources) for certain issues.

III. METHODOLOGY

This paper is a case study of the Technical Library at NASA Glenn Research Center and its experiences with outsourcing. Case study methodology is known as a triangulated research strategy. "Triangulation" refers to the protocols used to ensure accuracy and alternative explanations (Stake 1995), and can be accomplished by using multiple sources of data (Yin 1984). This study is a single-case design. Although a criticism of case study research is that the results are not widely applicable in real life, it may be that assumptions are made that the case under study is a "sample" of the universe of cases. However, Yin (1994) states that a single case may be used to confirm or challenge a theory, or to represent a unique or extreme case.

Yin (1994) identified six sources of date to establish the reliability of a case study. These sources include:

- Documentation,
- Archival records,
- Interviews,
- Direct Observation,
- Participant observation, and
- Physical artifacts

No single source has a complete advantage over others; they may be complementary and can be used in tandem. A case study should use as many sources as are relevant to the study (Tellis 1997). This study uses the first four sources listed above. The strengths of using documentation and archival records are that they are in existence prior to the case study; interviews are targeted and focus on the topic of the study; direct observation covers the events in context and real time. Weaknesses can include bias and selectivity. (Yin 1994).

This author has attempted to adhere to the protocols of triangulation by using multiple sources, increasing the reliability of the data and the process of gathering it (Tellis 1997). Specific sources used for this case study include interviews with Susan Oberc, Head Librarian of the library, who has been employed there since 1972, was present consistently during the outsourcing, and is now the only remaining civil servant in the library; several of the outsourced NASA employees; and the contracted employees themselves. (A list of questions submitted to interviewees is attached as Appendix B.) Documentation of the 1983-84 outsourcing obtained for this study include staff meeting notes, memoranda, and library procedures to be used by contract employees. Other documents include a 1992 user survey and the results obtained. Direct observation of the work and interaction between contracted employees and civil servant on a day-to-day basis has been another important source of information for the study.

IV. FINDINGS

Circular A-76

On August 4, 1983 the Office of Management and Budget, Executive Office of the President, issued a revision to Circular A-76 (issued originally in 1966 and previously revised in 1967 and 1979). The original circular set federal policy regarding the performance of "commercial activities" by government employees. The federal government had declared that it did not want to compete with its citizens in the performance of activities that did not necessarily need to be accomplished by the government.

> Under Section 5. **Policy.**, the Circular states:
>
> It is the policy of the United States Government to:
>
> ...
>
> b. *Retain Governmental Functions In-House.* Certain functions are inherently Governmental in nature, being so intimately related to the public interest as to mandate performance only by Federal employees. These functions are not in competition with the commercial sector. Therefore, these functions shall be performed by Government employees.
>
> c. *Rely on the Commercial Sector.* The Federal Government shall rely on commercially available sources to provide commercial products and services. In accordance with the provisions of this Circular and its Supplement, the Government shall not start or carry on any activity to provide a commercial product or service if the product or service can be procured more economically from a commercial source.

Further on in the Circular, the term "commercial activity" is defined as being an activity "which is operated by a Federal executive agency and which provides a product or service that could be obtained from a commercial source." The full text of the 1983 Circular A-76 is attached to this paper as Appendix C.

Until the 1983 revision, however, the government had not actually designed those activities that could and could not be performed by government agencies. Attachment A to the revision left little doubt concerning types of commercial activity. It covers a wide range of products and services; for instance, data processing, maintenance and repair of a variety of equipment (including space systems), training, laboratory testing, security, studies and analyses, and under "Office and Administrative Services" is listed library operations.

Notification of Government Employees

The first wave of contracting started before Circular A-76's revision was issued. During the library's staff meeting of January 27, 1983,[4] representatives of the union (Lewis Engineers and Scientists Association), the division head, and the branch chief in Personnel for labor relations announced a 5-year plan of the Center's Director to increase the use of on-site contractors at the Center to 1,100-1,200 by 1988. It was announced that the library would be receiving contractors within several months, and would be replacing four temporary clerical employees. At a division-level meeting the following day, further discussion took place concerning the contracting within the division (known at the time as the Management Services Division), which at the time consisted of mailroom operations, photo lab and print shop, travel and communications, editorial section, graphics, as well as library services.

At a branch chief meeting on March 2, 1983, at which on-site contracting was the main focus, a number of comparisons were made between Lewis, Langley and Goddard Research Centers. In 1983, Lewis employed 2,485 civil service employees and 397 contractors (13.8% contracted out); Langley employed 2,800 civil service employees and 1,336 contractors (32.3%); and Goddard employed 3,619 civil service employees and 5,952 contractors (62.2%). Within the library branch alone, Lewis employed no contractors (15 permanent civil service employees), while Langley already had 11 contractors (plus 16 civil service employees) and Goddard had 18 contractors (plus 5 civil service employees).

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[4] Copies of staff meeting notes taken by Ms. Oberc are attached as Appendix D.

Also announced at the March 2nd meeting were the upcoming performance appraisals. These appraisals were to cover not only supervisory positions, but non-supervised personnel as well. However, in interviews conducted for this study it was stated that, generally, the remaining employees felt the layoff of the temporary employees and contracting of four replacements was as far as the library would be going with the contracting-out of its operations. That notion was dispelled on Friday, August 26, 1983 in a staff meeting that was recalled clearly by each of the persons interviewed for this study. The division chief described what steps were to be taken, and then proceeded to point out which individuals were to be replaced by contractors. The employees were later counseled by representatives of their union and other labor officials, and were provided with three alternate job position openings at the Center. These positions were not promised to them, but were open positions for which they could apply. There was no monetary compensation offered (Crowley 2001)(Dietz 2001)(Mattes 2001)(Oberc 2001)(Taylor 2001).

Contracted Employees

The original contract for performing library services was awarded to a company called D & K Associates ("D & K"). D & K was also the contractor for other services contracted out by the division, but was one of a number of contractors at Lewis Research Center.

According to staff meeting notes from March 8, 1983, the first duties assigned to the new contracted employees at the library were to man the circulation desk, prepare distribution lists (for new books and periodicals), service copy machines, shelve books, reports, and other items on a daily basis, file catalog cards, file microfiche, and other clerical-type responsibilities. They would also be responsible for pulling items off the shelves for copying requests. At that time, D & K was responsible for scheduling duty times on the circulation desk, lunch hours, break times, and "filling in anytime that there is much work at desk"(Staff meeting notes April 26, 1983).

A "Statement of Work for Library Services" was written and shared with the contractor. A copy of this original statement of work is attached as Appendix E. It listed the duties the contracted employees would be responsible for and stated in detail the procedures for performing each of the duties. For instance, under "Circulation Desk" the contractors are responsible for charging and discharging materials. Before the material is to be charged out, however, the identity and security clearance of the requester needed to be checked.

> Ensure that requester's security clearance, need to know…, and employment status are adequate considering the nature of the material requested. Check requester's badge and/or lists of employees to determine requester's status as potential borrower of library material, i.e., is requester a Lewis employee, NASA employee, employee of other U.S. Government agency, faculty fellow, NRC fellow, co-op student, summer employee,

> NASA retiree, NASA grantee or contractor, or VIC visitor, etc. If requester's security clearance, need to know, or employment status is not adequate for the material requested, refer the request to Lewis Technical Monitor[5] or to Lewis reference librarian.

The procedures stated in the Statement of Work were later expanded. The "Circulation Desk" section was originally 1½ pages long. In the later version the same section increased to 15 pages plus 5 attachments. A copy of the later version is attached as Appendix F. According to Susan Oberc, currently Head Librarian, proper training of contracted employees was a substantive concern (Oberc 2001).

Another concern was the rule that civil servants and contractors must occupy different offices. Of course, this stricture was more difficult during times of high occupancy and the resulting lack of available office space. In December 2000, a new Historian was hired as a contract employee for the Records Management and History branch of the same division as the library. Ms. Oberc's office mate is head of that office. The office space to be occupied by the Historian was still being prepared and not ready for occupancy, so the Historian was placed for the time being in the office occupied by Ms. Oberc and her office mate. Knowing it would be a temporary, short-term situation, Ms. Oberc chose not to make an issue of it (Oberc 2001).

Between 1983 and the present time, there have been three contracting companies involved with the library. D & K Associates had a tenure that lasted from 1983 to 1989. D & K was followed by Cortez III (1989-1999), and the current contractor is InDyne, Inc.(Long 2001)(Louderback 2001). Contracted employees are generally left in place even though the company changes. It can be concluded that the most difficult parts of a changed management are rooted in the paperwork involved for employees and the changes in benefits (Louderback 2001).

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[5] The "Lewis Technical Monitor" mentioned refers to a civil service employee who was assigned the task of overseeing the work being done by the contracted employees. The contracting company also assigned a supervisor for its employees who was responsible for personnel-type matters such as salaries and labor relations matters.

Not a great deal is known about the financial side of the contracts between the library and the contracting companies. However, from staff meeting notes dated January 13, 1984 it can be seen that the government agency reimburses the contractor for paying all state unemployment (SUI), federal unemployment (FUI), federal income tax (FICA), and hospitalization benefits.[6] Ms. Oberc stated that an "award fee" is also paid by the agency at the end of each contract period, and that overall budgetary finances are handled through a central contract management office.

Relations Between Government and Contracted Employees

The library was operated on a very strict basis. The head of the library at the time of the outsourcing had previously been in the military and ran the library in a regimented fashion (Oberc 2001). At the time contracting began, each staff member was requested to write down the procedures for their own position (Crowley 2001). The head of the library did the actual writing of the original Statement of Work. Two other government employees were appointed as technical monitors for the contracted library technicians, overseeing their work. One of these technical monitors was the author of the detailed procedures that followed later. All of the parties interviewed for this section of the study agreed that she especially took her duties seriously. The contracted employees were strictly scrutinized during the years these two technical monitors had the responsibility for overseeing them (Louderback 2001)(Oberc 2001).

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[6] These items are still reimbursed by the agency.

Due to the circumstances in which the outsourcing occurred, a great deal of resentment and bitterness was felt and shown towards the incoming contractors (Louderback 2001)(Oberc 2001). The contracted employees felt they were treated like "second class citizens" due to the strict monitoring (Long 2001)(Oberc 2001), and although never proven, it was believed that the technical monitors may have deliberately attempted to make the contract employees look poorly by filing items incorrectly and blaming the contract employees (Long 2001). In addition, D & K, impressed the notion on the contracted employees that because theirs was the first contract, they were "on trial" (Louderback 2001). Further, at least two of the contract supervisors employed by the later contractor, Cortez III, seemed to exacerbate an already difficult situation (Oberc 2001). Both supervisors seemed to distance themselves from the civil servants, and displayed a deliberate lack of cooperation. The lack of rapport had reached such a low that, when one of the contract supervisors was being considered for a civil servant position within the library, the other civil service librarians presented their opposition to the division head.

The stressful environment never completely disappeared until the supervisors (both government and contractor) retired, moved on to other positions, or had their contract revoked. The head of the library retired in 1987. One of the technical monitors left the library for another position in the same building sometime between 1990 and 1992. Both of the original technical monitors retired in 1995. One of the Cortez III supervisors was made a civil service employee at the library, and later transferred to the Center's law library. The contract of the other Cortez III supervisor was not picked up when InDyne, Inc. took over from Cortez III.

The present employees agree that the atmosphere is calmer and less strictly monitored (Louderback 2001)(Oberc 2001). To foster this more positive environment, it should be noted that the current contract with InDyne, Inc. is performance-based. A list of the performance measurements/monthly standards being used in the current contract is attached as Appendix G.

1992 Library User Survey

In late 1992, a library user survey was distributed.[7] Although it was not designed to be an evaluation of contracting up to that point in time, it may have inadvertently accomplished that, in part. The letter that accompanied each copy of the survey stated, "The library staff wants to help you do your job 'better, cheaper, faster' by providing the information you need quickly and economically." At the time the survey was done, there were 23 people working in the library. Eight of those people were civil servants and fifteen were contract employees. There were four professional librarians (one of whom was the head of the library, or Library Branch Chief), three library technicians, and a secretary among the civil servants. The contract employees were comprised of four professional librarians (one of whom was also the contract supervisor) and eleven library technicians. The survey asked respondents to indicate satisfaction levels about various library functions and holdings, and also sought comments on whether the person had been treated "courteously" by the library staff. There were questions requesting suggestions about how the library could be improved. The survey was sent to all employees at the Center. Nearly 600 employees responded. The responses and comments were tallied by organizational code, which was identified on the survey form by the person being surveyed. Contractors were tallied separately.

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[7] A copy of the 1992 Library Users Survey is attached as Appendix H.

In an e-mail sent to those responding who had identified himself or herself, the Chair of the Library User Committee[8] stated, "In general, most people are satisfied with the Library services. However, almost 25% of the replies believe the Library should provide information more quickly, improve the collection in their areas of interest, get additional or improved copying machines, and a wide variety of other things"(Beins 1993). A compilation of the survey responses and a copy of comments received from the survey responses are attached as Appendix I.

Observations

The library and its staff were under observation for this study from January-June, 2001. This author performed a practicum and an internship during that period of time, and was directly involved in the day-to-day functioning of the library. However, it was not apparent, and did not become known until part of that time had passed, exactly who was and who was not a contract employee. The head librarian, Susan Oberc, is the only civil servant in the library now. Of the contract employees, two are professional librarians and the other six employees are support staff.

First, it must be taken into account that the original outsourcing of the library took place 18 years ago. There have been many changes in the library during that time. As was stated in an earlier section, many of the original staff members have departed from the library over the years. Ms. Oberc is the only one person remaining from the original staff.

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[8] The Library User Committee is always composed of employees from a variety of divisions within the Center.

One of the largest concerns in a library's decision to outsource is whether the incoming contract employees will be as "loyal" or "dependable" as their "own" employees were. In the environment of a government agency, this was an even greater reason for anxiety. It was questioned whether the contractors could be trusted with classified documents. Keys to the "vault" area of the library, where classified documents are housed, were kept by the civil servants during the early period of outsourcing. In the beginning, and in the face of the mass contracting starting at the Center, the legal department and the security branch issued memoranda about the furnishing of meals and entertainment by contractors, and the entry and exiting of the base on weekends and holidays (Brahms 1984)(Banker 1985).

By January 2001, the library was functioning as a well-organized unit. Except for one person, all of the library personnel had been performing their jobs for a number of years.[9] During the author's practicum, and as a part of that practicum, she met with each of the librarians and staff members, and discussed their duties and responsibilities with them. Each person clearly articulated what those duties and responsibilities were. Each employee expressed pride and a sense of ownership in their positions, and at no time did any of the employees indicate a lack of concern for the library, Glenn Research Center, or NASA as a whole.

The Web librarian, who also is the team leader for the contract employees, eagerly showed the author the new developments she is making to the library's web site. The library will benefit from new innovations she is learning. The staff members who are responsible for special collections the library holds, such as NASA technical reports, standards, papers, and documents issued by the Government Printing Office displayed great integrity and conscientiousness in the attention taken with the documents in their care.

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[9] The librarian responsible for cataloging was hired in May 2000.

This author was also impressed with the staff members observed at the circulation desk. Even though they are not professional librarians, they are the first line for reference questions. They are also the ones who teach patrons how to use the computer databases available through the library. Their attitude toward the patrons was always respectful and patient. The same types of comments could be made just as well about the librarians and staff members who handle cataloging, acquisitions, serial holdings, and interlibrary loans. Many of the staff told this author, without prodding, that their job was the best one in the library. All of the functions of the library are being handled in a fully proficient manner, with no need to question about "loyalty" or "dependability."

Proposed Revision of Circular A-76

The *Floyd D. Spence Defense Authorization Act for Fiscal Year 2001*, Pub. L. 106-398, was passed on October 30, 2000. Section 832 of the Act ordered the Comptroller General of the United States to begin a study of the policies and procedures regarding the outsourcing of services by the federal government to contractors. The study is to be performed by a panel of experts to be composed of representatives from the Department of Defense, private industry, federal labor organizations, and the Office of Management and Budget. The persons chosen for the panel are the following:

David M. Walker – Comptroller General of the United States
Frank A. Camm, Jr. – RAND
Stephen Goldsmith – chairman, Netgov.com (provider of e-government services
Kay Coles James – Senior Fellow, The Citizenship Project at the Heritage Foundation
Sean O'Keefe – Deputy Director, Office of Management and Budget

Stan Z. Soloway – President, Professional Services Council (national trade association for professional and technical services industry)
E.C. "Pete" Aldridge, Jr. – CEO, The Aerospace Corporation
Mark C. Filteau – President, Johnson Controls World Services, Inc. (one of the largest providers of facilities management and specialized technical services)
Bobby L. Harnage, Sr. – National President, American Federation of Government Employees, AFL-CIO
Colleen M. Kelley – National President, National Treasury Employees Union
The Honorable David Pryor – Director, Institute of Politics (former Senator from Arkansas)
Robert M. Tobias – Distinguished Adjunct Professor, American University

The four mandated areas to be included in the study are:

1. procedures for determining whether functions should continue to be performed by Government personnel;

2. procedures for comparing the costs of performance of functions by Government personnel and the costs of performance of such functions by Federal contractors'

3. implementation by the Department of Defense of the Federal Activities Inventory Reform Act of 1998 (Public Law 105-270); 31 U.S.C. 501 note); and

4. procedures of the Department of Defense for public-private competitions pursuant to the Office of Management and Budget Circular A-76.

(*Floyd D. Spence National Defense Authorization Act* 2000)

The study is to be completed with a report from the panel submitted to Congress by the Comptroller General no later than May 1, 2002. "Recommended changes with respect to implementation of policies and enactment of legislation" are to be included with the report. Several public hearings are to be held on the matter. The first one, announced in the *Federal Register* on May 23, 2001 (66 FR 28494), was held on June 11, 2001, and forty individuals gave public testimony. Summaries of the views expressed at the hearing can be found on the General Accounting Office's web site (http://www.gao.gov). Attached, as Appendix J are copies of Pub. L. No. 106-398, 66 FR 19786-19787, and 66 FR 28494.

V. SUMMARY AND CONCLUSIONS

In 1983 and 1984, the Technical Library at NASA's Glenn Research Center outsourced the majority of its technical services to D & K Associates, the first of three vendors it has utilized. The outsourcing was done as a result of a government pronouncement, Circular A-76, which stated that government agencies could not perform "commercial activities" which could just as easily be performed by citizens. Listed services in the appendix to Circular A-76 included "Library operations." For most libraries considering the option of outsourcing services, cost is the primary focus. This was not an available choice for Glenn/Lewis Research Center or for NASA as a whole. The federal government said it was to be done, and so it was done.

Once the decision has been made, employees must be notified. There is never a perfect way to perform this difficult task. However, at that point, the interests of the human beings whose lives will be turned upside down must be considered. In the case of Lewis Research Center's Technical Library, and at the very least, the officials should have met individually with each employee directly involved. If only upper level executives would follow the adage about "walking a mile in the other fellow's shoes," how much more humanely this task might be accomplished.

Choosing government monitors should have been done much more carefully by the library. Of course, no one knows how much sooner a more cohesive unit could have been achieved. However, either more even-handed monitors should have been chosen without prejudices against contractors, or some type of supervisor training should have been supplied. Perhaps training/counseling sessions should have been provided to the entire staff, government employees and contractors, to aid in bringing closure to a difficult situation.

APPENDIX A

GLOSSARY

GLOSSARY

contract/contracted employees - terms used interchangeably to indicate persons hired by outside vendors to work in the library

contractors - vendors under contract to the government to furnish services for the library; the term may also refer to the employees hired by the vendors

NACA - National Advisory Committee for Aeronautics

NASA - National Aeronautics and Space Administration

stricture - restriction/rule placed on government agencies

APPENDIX B

QUESTIONS SUBMITTED TO INTERVIEWEES

PROPOSED QUESTIONS FOR THURSDAY

What was the library like before outsourcing?
  Staff – number of staff members, responsibilities, organizational structure
  Services provided
  Client base
  Facilities
  Rules governing – e.g., how much direct access to materials did clients have

How was announcement of layoffs/outsourcing made?
  Did professional staff hear before other staff members?
  How long before people actually left; how much time were they given?
  Discuss 2-wave layoffs.
  Any outplacement help; NASA opportunities?
  Any monetary compensation?

What was it like for those displaced?
  How long had you worked at Lewis/Glenn?
  What types of responsibilities did you have just before you left?
  Were any other job opportunities provided to you?
  If not, what did you do about future employment?
    How long did it take?
    Where were you next employed?
    What were you responsibilities there?
    How long did you stay?
    Any other job positions since then?
  What emotions/feelings did you work through?

What was it like for those staff members who stayed?
  What new duties did you pick up?
  What emotions/feelings did you work through?
  What responsibilities did you have regarding the new contracted employees?
    How have these changed?
  What strictures/rules were there regarding the contracted employees?
    How have these changed over the years?
  What other changes have taken place over the years?

Do you think the outsourcing has been successful?
  Why or why not?

As an outsider, I couldn't tell who was or was not a contracted employee.
  Do you ever think about using/being contracted employees, or are you ever bothered by it?

Company handling contracted employees (now InDyne)
    Names of companies and dates
    How are salaries/benefits/vacations handled?
    Any reports/evaluations to be performed?

For contracted employees –
    What has it been like to work under these circumstances?
    Were there strong resentments – if so, how did you deal with them?
        Do you sense anything like that now?
    Did you know any of the civil servants before you started working here?
    What were your job responsibilities when you started?
    How have your responsibilities changed over the years?

APPENDIX C

CIRCULAR A-76

THE WHITE HOUSE

OMB Circular A-76

Help Text Only

Office of Management and Budget

EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

CIRCULAR NO. A-76 (REVISED 1999)

August 4, 1983

TO THE HEADS OF EXECUTIVE DEPARTMENTS AND ESTABLISHMENTS

SUBJECT: Performance of Commercial Activities

1. **Purpose**. This Circular establishes Federal policy regarding the performance of commercial activities and implements the statutory requirements of the Federal Activities Inventory Reform Act of 1998, Public Law 105-270. The Supplement to this Circular sets forth the procedures for determining whether commercial activities should be performed under contract with commercial sources or in-house using Government facilities and personnel.

2. **Rescission**. OMB Circular No. A-76 (Revised), dated March 29, 1979; and Transmittal Memoranda 1 through 14 and 16 through 18.

3. **Authority**. The Budget and Accounting Act of 1921 (31 U.S.C. 1 *et seq.*), The Office of Federal Procurement Policy Act Amendments of 1979. (41 U.S.C. 401 *et seq.*), and The Federal Activities Inventory Reform Act of 1998. (P. L. 105-270).

4. **Background**.

   a. In the process of governing, the Government should not compete with its citizens. The competitive enterprise system, characterized by individual freedom and initiative, is the primary source of national economic strength. In recognition of this principle, it has been and continues to be the general policy of the Government to rely on commercial sources to supply the products and services the Government needs.

   b. This national policy was promulgated through Bureau of the Budget Bulletins issued in 1955, 1957 and 1960. OMB Circular No. A-76 was issued in 1966. The Circular was previously revised in 1967, 1979, and 1983. The Supplement (Revised Supplemental Handbook) was previously revised in March 1996 (Transmittal Memorandum 15).

5. **Policy**. It is the policy of the United States Government to:

   a. *Achieve Economy and Enhance Productivity*. Competition enhances quality, economy, and productivity. Whenever commercial sector performance of a Government operated commercial activity is permissible, in accordance with this Circular and its Supplement, comparison of the cost of contracting and the cost of in-house performance shall be performed to determine who will do the work.

When conducting cost comparisons, agencies must ensure that all costs are considered and that these costs are realistic and fair.

b. *Retain Governmental Functions In-House*. Certain functions are inherently Governmental in nature, being so intimately related to the public interest as to mandate performance only by Federal employees. These functions are not in competition with the commercial sector. Therefore, these functions shall be performed by Government employees.

c. *Rely on the Commercial Sector*. The Federal Government shall rely on commercially available sources to provide commercial products and services. In accordance with the provisions of this Circular and its Supplement, the Government shall not start or carry on any activity to provide a commercial product or service if the product or service can be procured more economically from a commercial source.

6. **Definitions**. For purposes of this Circular:

a. A *commercial activity* is one which is operated by a Federal executive agency and which provides a product or service that could be obtained from a commercial source. Activities that meet the definition of an inherently Governmental function provided below are not commercial activities. A representative list of commercial activities is provided in Attachment A. A commercial activity also may be part of an organization or a type of work that is separable from other functions or activities and is suitable for performance by contract.

b. A *conversion to contract* is the changeover of an activity from Government performance to performance under contract by a commercial source.

c. A *conversion to in-house* is the changeover of an activity from performance under contract to Government performance.

d. A *commercial source* is a business or other non-Federal activity located in the United States, its territories and possessions, the District of Columbia or the Commonwealth of Puerto Rico, which provides a commercial product or service.

e. An *inherently Governmental function* is a function which is so intimately related to the public interest as to mandate performance by Government employees. Consistent with the definitions provided in the Federal Activities Inventory Reform Act of 1998 and OFPP Policy Letter 92-1, these functions include those activities which require either the exercise of discretion in applying Government authority or the use of value judgment in making decisions for the Government. Services or products in support of inherently Governmental functions, such as those listed in Attachment A, are commercial activities and are normally subject to this Circular. Inherently Governmental functions normally fall into two categories:

(1) The *act of governing*; i.e., the discretionary exercise of Government authority. Examples include criminal investigations, prosecutions and other judicial functions; management of Government programs requiring value judgments, as in direction of the national defense; management and direction of the Armed Services; activities performed exclusively by military personnel who are subject to deployment in a combat, combat support or combat service support role; conduct of foreign relations; selection of program priorities; direction of Federal employees; regulation of the use of space, oceans, navigable rivers and other natural resources; direction of intelligence and counter-intelligence operations; and regulation of industry and commerce, including food and drugs.

(2) *Monetary transactions and entitlements*, such as tax collection and revenue disbursements; control of the Treasury accounts and money supply; and the administration of public trusts.

f. A *cost comparison* is the process of developing an estimate of the cost of Government performance of a commercial activity and comparing it, in accordance with the requirements of the Supplement, to the cost to the Government for contract performance of the activity.

g. *Directly affected parties* are Federal employees and their representative organizations and bidders or offerors on the instant solicitation.

h. *Interested parties* for purposes of challenging the contents of an agency's Commercial Activities Inventory under the Federal Activities Inventory Reform Act of 1998 are:

(1) A private sector source that (A) is an actual or prospective offeror for any contract or other form of agreement to perform the activity; and (B) has a direct economic interest in performing the activity that would be adversely affected by a determination not to procure the performance of the activity from a private sector source.

(2) A representative of any business or professional association that includes within its membership private sector sources referred to in (1) above.

(3) An officer or employee of an organization within an executive agency that is an actual or prospective offeror to perform the activity.

(4) The head of any labor organization referred to in section 7103(a)(4) of Title 5, United States Code that includes within its membership officers or employees of an organization referred to in (3) above.

7. **Scope**.

a. Unless otherwise provided by law, this Circular and its Supplement shall apply to all executive agencies and shall provide administrative direction to heads of agencies.

b. This Circular and its Supplement apply to printing and binding only in those agencies or departments which are exempted by law from the provisions of Title 44 of the U.S. Code.

c. This Circular and its Supplement shall not:

(1) Be applicable when contrary to law, Executive Orders, or any treaty or international agreement;

(2) Apply to inherently Governmental functions as defined in paragraph 6.e.;

(3) Apply to the Department of Defense in times of a declared war or military mobilization;

(4) Provide authority to enter into contracts;

(5) Authorize contracts which establish an employer-employee relationship

between the Government and contractor employees. An employer-employee relationship involves close, continual supervision of individual contractor employees by Government employees, as distinguished from general oversight of contractor operations. However, limited and necessary interaction between Government employees and contractor employees, particularly during the transition period of conversion to contract, does not establish an employer-employee relationship.

(6) Be used to justify conversion to contract solely to avoid personnel ceilings or salary limitations;

(7) Apply to the conduct of research and development. However, severable in-house commercial activities in support of research and development, such as those listed in Attachment A, are normally subject to this Circular and its Supplement; or

(8) Establish and shall not be construed to create any substantive or procedural basis for anyone to challenge any agency action or inaction on the basis that such action or inaction was not in accordance with this Circular, except as specifically set forth in Part 1, Chapter 3, paragraph K of the Supplement, "Appeals of Cost Comparison Decisions" and as set forth in Appendix 2, Paragraph G, consistent with Section 3 of the Federal Activities Inventory Reform Act of 1998.

d. The requirements of the Federal Activities Inventory Reform Act of 1998 apply to the following executive agencies:

(1) an executive department named in 5 USC 101,

(2) a military department named in 5 USC 102, and

(3) an independent establishment as defined in 5 USC 104.

e. The requirements of the Federal Activities Inventory Reform Act of 1998 do not apply to the following entities or activities:

(1) the General Accounting Office,

(2) a Government corporation or a Government controlled corporation as defined in 5 USC 103,

(3) a non-appropriated funds instrumentality if all of its employees are referred to in 5 USC 2105(c), or

(4) Depot-level maintenance and repair of the Department of Defense as defined in 10 USC 2460.

8. **Government Performance of a Commercial Activity**. Government performance ofa commercial activity is authorized under any of the following conditions:

a. *No Satisfactory Commercial Source Available*. Either no commercial source is capable of providing the needed product or service, or use of such a source would cause unacceptable delay or disruption of an essential program. Findings shall be supported as follows:

(1) If the finding is that no commercial source is capable of providing the needed product or service, the efforts made to find commercial sources

must be documented and made available to the public upon request. These efforts shall include, in addition to consideration of preferential procurement programs (see Part I, Chapter 1, paragraph C of the Supplement) at least three notices describing the requirement in the *Commerce Business Daily* over a 90-day period or, in cases of *bona fide* urgency, two notices over a 30-day period. Specifications and requirements in the solicitation shall not be unduly restrictive and shall not exceed those required of in-house Government personnel or operations.

(2) If the finding is that a commercial source would cause unacceptable delay or disruption of an agency program, a written explanation, approved by the assistant secretary or designee in paragraph 9.a. of the Circular, must show the specific impact on an agency mission in terms of cost and performance. Urgency alone is not adequate reason to continue in-house operation of a commercial activity. Temporary disruption resulting from conversion to contract is not sufficient support for such a finding, nor is the possibility of a strike by contract employees. If the commercial activity has ever been performed by contract, an explanation of how the instant circumstances differ must be documented. These decisions must be made available to the public upon request.

(3) Activities may not be justified for in-house performance solely on the basis that the activity involves or supports a classified program or the activity is required to perform an agency's basic mission.

b. *National Defense*.

(1) The Secretary of Defense shall establish criteria for determining when Government performance of a commercial activity is required for national defense reasons. Such criteria shall be furnished to OMB, upon request.

(2) Only the Secretary of Defense or his designee has the authority to exempt commercial activities for national defense reasons.

c. *Patient Care*. Commercial activities performed at hospitals operated by the Government shall be retained in-house if the agency head, in consultation with the agency's chief medical director, determines that in-house performance would be in the best interests of direct patient care.

d. *Lower cost*. Government performance of a commercial activity is authorized if a cost comparison prepared in accordance with the Supplement demonstrates that the Government is operating or can operate the activity on an ongoing basis at an estimated lower cost than a qualified commercial source.

9. **Action Requirements**. To ensure that the provisions of this Circular and its Supplement are followed, each agency head shall:

a. Designate an official at the assistant secretary or equivalent level and officials at a comparable level in major component organizations to have responsibility for implementation of this Circular and its Supplement within the agency.

b. Establish one or more offices as central points of contact to carry out implementation. These offices shall have access to all documents and data pertinent to actions taken under the Circular and its Supplement and will respond in a timely manner to all requests concerning inventories, schedules, reviews, results of cost comparisons and cost comparison data.

c. Be guided by Federal Acquisition Regulation (FAR) Subpart 24.2 (Freedom of Information Act) in considering requests for information.

d. Implement this Circular and its Supplement with a minimum of internal instructions. Cost comparisons shall not be delayed pending issuance of such instructions.

e. Ensure the reviews of all existing in-house commercial activities are completed within a reasonable time in accordance with the Federal Activities Inventory Reform Act of 1998 and the Supplement.

10. **Annual Reporting Requirement**. As required by the Federal Activities Inventory Reform Act of 1998 and Appendix 2 of the Supplement, no later than June 30 of each year, agencies shall submit to OMB a Commercial Activities Inventory and any supplemental information requested by OMB. After review and consultation by OMB, agencies will transmit a copy of the Commercial Activities Inventory to Congress and make the contents of the Inventory available to the public. Agencies will follow the process provided in the Supplement for interested parties to challenge (and appeal) the contents of the inventory.

11. **OMB Responsibility and Contact Point**. All questions or inquiries should be submitted to the Office of Management and Budget, Room 6002 NEOB, Washington, DC 20503. Telephone number (202) 395-6104, FAX (202) 395-7230.

12. **Effective Date**. This Circular and the changes to its Supplement are effective immediately.

Attachment A
OMB Circular No. A-76

EXAMPLES OF COMMERCIAL ACTIVITIES

Audiovisual Products and Services

Photography (still, movie, aerial, etc.)
Photographic processing (developing, printing, enlarging, etc.)
Film and videotape production (script writing, direction, animation, editing, acting, etc.)
Microfilming and other microforms
Art and graphics services
Distribution of audiovisual materials
Reproduction and duplication of audiovisual products
Audiovisual facility management and operation
Maintenance of audiovisual equipment

Automatic Data Processing

ADP services - batch processing, time-sharing, facility management, etc.
Programming and systems analysis, design, development, and simulation
Key punching, data entry, transmission, and teleprocessing services
Systems engineering and installation
Equipment installation, operation, and maintenance

Food Services

Operation of cafeterias, mess halls, kitchens, bakeries, dairies, and commissaries
Vending machines
Ice and water

Health Services

Surgical, medical, dental, and psychiatric care
Hospitalization, outpatient, and nursing care
Physical examinations
Eye and hearing examinations and manufacturing and fitting glasses and hearing aids
Medical and dental laboratories
Dispensaries
Preventive medicine
Dietary services
Veterinary services

Industrial Shops and Services

Machine, carpentry, electrical, plumbing, painting, and other shops
Industrial gas production and recharging
Equipment and instrument fabrication, repair and calibration
Plumbing, heating, electrical, and air conditioning services, including repair
Fire protection and prevention services
Custodial and janitorial services
Refuse collection and processing

Maintenance, Overhaul, Repair, and Testing

Aircraft and aircraft components
Ships, boats, and components
Motor vehicles
Combat vehicles
Railway systems
Electronic equipment and systems
Weapons and weapon systems
Medical and dental equipment
Office furniture and equipment
Industrial plant equipment
Photographic equipment
Space systems

Management Support Services

Advertising and public relations services
Financial and payroll services
Debt collection

Manufacturing, Fabrication, Processing, Testing, and Packaging

Ordnance equipment
Clothing and fabric products
Liquid, gaseous, and chemical products
Lumber products
Communications and electronics equipment
Rubber and plastic products
Optical and related products
Sheet metal and foundry products

Machined products
Construction materials
Test and instrumentation equipment

Office and Administrative Services

Library operations
Stenographic recording and transcribing
Word processing/data entry/typing services
Mail/messenger
Translation
Management information systems, products and distribution
Financial auditing and services
Compliance auditing
Court reporting
Material management
Supply services

Other Services

Laundry and dry cleaning
Mapping and charting
Architect and engineer services
Geological surveys
Cataloging
Training -- academic, technical, vocational, and specialized Operation of utility systems (power, gas, water steam, and sewage)
Laboratory testing services

Printing and Reproduction

Facility management and operation
Printing and binding -- where the agency or department is exempted from the provisions of Title 44 of the U.S. Code
Reproduction, copying, and duplication
Blueprinting

Real Property

Design, engineering, construction, modification, repair, and maintenance of buildings and structures; building mechanical and electrical equipment and systems; elevators; escalators; moving walks
Construction, alteration, repair, and maintenance of roads and other surfaced areas
Landscaping, drainage, mowing and care of grounds
Dredging of waterways

Security

Guard and protective services
Systems engineering, installation, and maintenance of security systems and individual privacy systems
Forensic laboratories

Special Studies and Analyses

Cost benefit analyses
Statistical analyses

Scientific data studies
Regulatory studies
Defense, education, energy studies
Legal/litigation studies
Management studies

Systems Engineering, Installation, Operation, Maintenance, and Testing

Communications systems - voice, message, data, radio, wire, microwave, and satellite
Missile ranges
Satellite tracking and data acquisition
Radar detection and tracking
Television systems - studio and transmission equipment, distribution systems, receivers, antennas, etc.
Recreational areas
Bulk storage facilities

Transportation

Operation of motor pools
Bus service
Vehicle operation and maintenance
Air, water, and land transportation of people and things
Trucking and hauling

APPENDIX D

STAFF MEETING NOTES

Jan. 27, 1982

Staff meeting - Conf Rm ÷n Office 2d fl.

Larry Andrews (Union Rep for PACT), Dick Tyler, GM, Tom Cozzens - Br. Chief in Personnel for Labor Relations

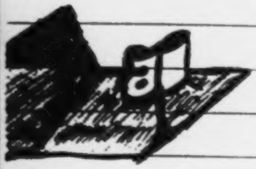
Publications Division formerly Mgt Services Division

Stefan's 5 yr plan (more people (now 4 oc contractors) 1100 - 1200 on-site contractors by 1985

On-site contractors coming in ÷n in next 2 mo.

Library getting on-site contractors in several months

4 temp people Mike, Maggie, Delorse & Poppy → effects



Contractor usu. asks for name of people working in position now. You have to agree to work for contractor; interview w. them; negotiate w. them for position

Contractor not selected yet / Procurement must work out paper work.

contractor comes on-board → temporaryies are phased out as civil servants + can work with contractor

Friday 1/28/83 Division Mtg
(5 Branches) in Conf Rm - 2d fl.

On Site Contracting
EV + Sue represented library

Office Services Branch -
1.) Mail room : mail sorters & being contracted out (Coleen = COR)
Passenger Dispatch - still Harry D. (Civil service)

No intent to feel that they are being forced out!! (permanent emp)

2) Travel & Communications - no change

Photo Lab & Print Shop
1) Bindery Group (1 permanent & 2 temp.)
1 perm. stay in print shop & have chance for career advance
temp. - phased out (6 mo. appt here)
-get 3 people in bindery
-get 3 copy machine operators : 1 in print shop
2 in areas where needed.
(photo lab)*
2.) Photolab
Bob Halbup - composing perm. ; now have off site contractor → bring them onsite
[*change job in section]
Tom Cowl - perm → photolab processor
lab processors become onsite.
2d shift in lab processors & camera copy area

Editorial Section
1.) Editorial - no impact
2.) Research Report Control Manuscript typing → 6 word processors coming on-site
now have 6 temp.

Library Branch
4 temp. people
mail rm - part of on-site mail sorting contracting
4 people coming in library technician area (clerical)
(*on-site contractors)

[have to have clearance for contractors to handle our material]

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2-23-83

Staff meeting

- Graphics contractor from Division office in today
  temporary people can apply to see contractor via a release form
  form given to all technicians
  - talk with contractor during lunch hour +/or after hours

3-2-83 Wed. 9AM

Branch Chief Mtg for Division : GM, Thelma, Dick Tesler, Ernie Walther, Hal Gordon, Denny Linda, Appleby, Sylvia Taylor, B. Mallette, Sandy Hines, LJ, DM + SO, Steve Stefka + ___

On-site contracting - main reason for mtg.

Performance appraisal review session - due 2 wks
1.) Mon. - Dorothy - 11:AM   Supervisor performance mid-term review
2.) Branch Chiefs due these's by Fri Mar. 11
GM rept to Hal Sharton - by Monday
3.) also submit rating on non-supervisory people by Mar. 11, 83
& also complete or reaffirm career plan Feb 83 - Mar. 84
- co-op students do appraisal even if here 120 days or less

Inspector General
review graphics operation (1 month)
received good report → probably only a 2-3 page report from IG

Promotion Council Meet - good results
group achievement award to 2 DIVISIONS areas ⇒ Ink Jet Printer
in print shop & are now online with updates.
encourage more group awards

Ellie Zay - handles monthly report to Ed. Richley

On-Site Contracting   STRATEGIC PLANNING 83-88
SLIDES from Director's Office
5 yr plan of Director's Office for whole lab
- divided lab into Institutional & R+D Support
- publications = Institutional support
- George prefers onsite contractors
- Compts computer from Computer Services Division → 1 IBM personal computer in Repd Central : Mgt. computer tied online to main computer.
- Increase contractors in non-"CORE" capabilities
→ open to discussion

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	Permanent Emp.	In House Contractors	Total	% Contractors
LEWIS	2485	397	2882	13.8%
Lang	2800	1336	4136	32.3%
Goddard	3619	5952	9571	62.2%

TOTAL NASA 21222 27000

Lewis was lowest on list for having support service contractors
Lewis only library w. no SSC. other than Marshall (→ have Redstone Arsenal next door which is all contractor)

Library personnel Langley 16 civil servants (CS)
11 contractors (SSC) = support service contractors

Goddard 5 Civil Serv.
18 contractor

Our Division FY 82 — FY 83
80 Civil Serv — 67
11 Cont. — 34
91 — 101

Lib have 16 in 82 (CS) + 0 SSC
11 CS + 5 $\overset{\text{SSC}}{\text{cont}}$ in 83

Revised procurement packages - Paul Karla in Acquisitions
Le-Gals add 6 in Division → Begn. of May
D + K Assoc. bindery, copy mach. + library → Begn. of May
Speedtone composer + 2d shift → Begn. of May
copy camera

1 more person to meet with next wk.
Mail room - different division - George phasing out; all permanents relocated within divisions as CS.

*→ Have room layout + equipment ready
Outside contractors supply there own outside phone

Umbrella contracting - Dec 13, 82 - Aviation wk
EG+G → company taking over many different contracts; ∴ deal with one contractor who may or may not subcontract

73 fresh-outs hired *

3-8-83

Monthly mtg

-1) Dorothy paying back bills of lit. searches

2.) Contractor coming on in May: D + K Associates
DM given statement of work + equipment to share + use
Anderson Jackson (Recon + OCLC) not to use Wang
MJ + EV are contract monitors
JOB STATUS: do all circ work; distrib lists; service Copy machines, etc.; shelve bks, repts, etc on daily basis; sort, pre-file + file bk catalog cds; MJ teach file MF; book processing — search OCLC + prepare books as MJ does now (all MJ works); doing pulling of j. and copying from Lewis collection.; report processing

Michael job on mail contract: only sort + deliver mail

getting 4 people + Mail person.

this is an extension of D+K contract; later put out on bid. can add additional duties when contract is relet to cover workload.

Jeannie, MJ, Lucy + Mary will no longer be at circ. desk.
go back to checking in j.
ILL — not on contract

2 clerk typists — circ desk + filing
2 library technicians —
have clearance through Confidential
} contractor have to cover 8-4:30

Contractor could work OT with approval

LEE: Beginning March 1 Section copies need Division Approval + also Section; Still make books charged to Section Head

AVIATION WK
INTERAVIA
SKY + TELESCOPE
SCIENTIFIC AMERICAN
} do not get put on current magazine rack - in EV's office

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Doreen go through LC cards & see if pattern for ~~[illegible]~~ cannot locate lost material: by Division etc.

Section Copies for Contractor: tech monitor (COR), Section Head + Division Hd

Next fiscal yr — have seperate p.O. for contractor purchase material

TASP Project Office — Harvey Bloomfield ← cds should be under H.B.
Technology for Advanced Space Power Office)

WHITE CDS: Should we interfile contractor & NASA white cds
Interfile contractors with main NASA personnel
in whitecard drawer).
I mentioned about recataloging date put on Charge cds — for weeding purposes

DM: Jeannie suggested — color cards for 2d time circulation

SANDY Most doors locked & fixed to stay lock.

#2 key for Delorse: DM ✓ with Security to see if okay to leave in shelflist room.

4-5-83

DM, EC, MJH, SFO

Contractor (D&K) here tomorrow to interview Poppy, Delorse + Maggie

Write instructions for cataloging
    Catalog card maintainence part of card catalog filing

Sue - still do cataloging corrections + order online as presently doing

Write **basic** instructions - per DM

4-26-82

May 2 - Library contract starts → Dinwitty & Kosernid, Washington D.C. } either man comes in quarterly

Speed Tone, Inc - last wk with Lou Sliman

2 library technicans — Delorse Stevens
2 clerical

Maggie Brown - hired

Tom Derr - manages graphics contract
? - operations manager (for other parts of contract)
→ printing, bindery, copy machine, library
3 PRINT SHOP, 3 copy, DEB MS ERB, 4

Ev Carnahan - COR (MJ - back up)

Library: circ desk — call backs & statistics
filing
fill requests
Copying — 3/4 hrs day: we'll reserve time
Book requests
Report processing

Located in Room 117
Mary move to Rm 120
Interview people from Tri-C (3 men applied)
7:45 to 4:30 their hours of work
45 minute lunch
D&K are responsible for scheduling circ desk, lunch & 2 15 minute breaks & for filling in anytime that there is much work at desk.

? Maybe should have training sessions at desk to help them answer questions — technicians
Statement of work - ~~W~~ Xerox & give to libns

Have weekly meeting with contractor

Security clearance - have Secret clearance for contractors (at least D. STEVENS)

5 - 24 - 83

Branch Chiefs - mtg in Guerin House

DANIEL PROK - Chief, Logistics Management Division (1900 orgn)

$11.4 million budget for Division

handle administrative functions
logistics - military term meaning moving people, supplies, etc.

ICSS contract - $1.2 million ; FY 85 cost plus award fee contract = Contractor only gets profit after job has been completed + gets good grade
- 48 contractor personnel [$60-100% profit every 6 mo.]

① Transportation + Communication Branch - Chris Kennedy
Transportation Section - Mark Copper
Communication + Travel Section - Phyllis Geffert
Office Planning

1985 - automated phone sys.
RFP on street in 2 mo.
take 1 1/2 yr. to get operational after contract is awarded
entire lab rewired for automated system.

② Supply + Warehousing Branch -
Supply Management Section - Judith M. Dempsey
Supply Distribution + Storage Section -

Since Jan 83 SMS now has responsibility to order supplies directly
$3.5 million Budget
mercury Contract
cost + fee award
$1/2 million contract
21 people

call x 3208
let them know if get wrong items; or get too many of right thing
this is a cost plus award fee contract
$10,000 to do total inventory over 2 1/2 wk period shutdown
$800 to do sample inventory with no ~~[illegible]~~ shut down.
C-260 to return excess items to stock; you JO gets credited with return items
Our center is most efficient in supply area of all NASA labs

If have excess mat'l - 1st lab looks at material, then agency-wide, gov't wide, to GSA, to all states individually, to individuals on a bid sale basis.

③ Equipment Management Branch
Equipment + Instrument Support Section - Frank Della Tore
(Karen Cox - COR on all repair contracts for office machines)
Equipment Control Section - Sandy Kocsis
(tagged equipment; anything worth over $500 or is a sensitive item)

44 Bionetics
$2.1 million contract
offsite

2.

ON - SITE Contracting : Major Topic

1) New Phonebooks - came yesterday ; distributed 5/24 - 26/83
printed through GPO in Columbus
- 350 people & moving
86 to 6
6 to 21
21 to 86 (10x10)
Security is going to } 21
J. Earls Office " "
Safety Office " "
- Removed more committee names & members

2) Lewis News - getting it ready for printing
trouble with printing ; revised contract

3) Howard Hiesoky replaces Vern Hires at NASA Headqtrs -
for 1 yr. from NASA Lewis
OAST has 1 person from Lewis, Langley + ~~&~~ Ames at Hdqtrs
for 1 yr. to act as NASA Liason + get 1 yr. experience

4.) Project on processing + handling TP at Lewis
processing time has been increasing
trying to shorten processing time - in all areas

5.) Hiring at Lewis of S+E (scientists + engineers)

238 offers	140 accepted	98 declined	(fresh out)
47	29	18	(special EXPERTISE
50	21	29	(fresh out) MOST
	190	145	

as of 5/24 AM - 8 offers still outstanding
51 of new hires are from Clev area college/univ
86 " Ohio " " "
58 " (Mich, PA + Indiana)

Ernie Walker - says quality of new incoming people are very high!!

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6.) Stofan went to Hdqtrs to raise complement of lab + wants to [illegible] higher ceiling to accept new S+E
- hiring freeze still on under next FY => Oct 84
- r precluded from hiring in all categories
- no replacement of civil service people up to Sept 84
- support service people hire to replace Civil Service
- summer people → hire 85 (almost same as next yr)
- double number of Summer Faculty People !! (usu. hire 38? → now 2X) Stofan really liked that program
- temporaries: 4 or 5 left in ÷ n after contracting out
  - a) temp. to later convert to perm }
  - b.) temp to fill only certain job } Stofan, etc. review appointmnts + try to convert to perm. Try + convert 1 in photolab, + 1 in library → GEORGE try + keep these 2.

  coop now considered in permanent employee category.
- no discussion of early outs for this yr.

7.) On-Site Contracting

4 - April
17 = May
21 total hired
13 new faces
8 temporaries converted to contractors

ERNIE WALKER'S comment
[high rate of turnover among Contractors

Le Gals; 6 hired (4 orig; 3 hired)

D+K : responsible for offsite ~~copying~~ printing contractor
- selected GRAPHCO as subcontractor

Humbert Co - asked to provide on-site work in 2 people
He did not want on-site work + so in July get ~~to~~ 2 on-site people for black + white camera work

Dept of Labor identified job: Korean hourly rate + so must pay that at least for minimum wage - got 7.7% increase in salary - we got 4% increase

Jan 12 - get umbrella contract for all service contracts in our division + maybe other divisions !!

8) Training making an orientation for new S+E. George asked to speak.

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George asked for Training to provide a class for COR's
E. Walker - where do I stand legally with contractor
GM also asked for Manager's class who have COR's working for them so they know how to run operation + how to write statements of work, etc.
(Chomis went to George about Library) + Contractor

Stafan told by Beggs to hire as many people as possible
2 days later Marks told him (Stafan) to stop hiring

Judy F~~ury~~ury is now Judy Kreugman

7-20-83

DIVISION MTG

Strategic Planning

→ Center approach orign. mentioned 3/20/83 (1983 - 88)
Anderson: (new office) Program Coordination Office (to √ on strategic planning; √ that it is up to date, on time, etc)

March 2 83 - slides (review)
1.) Institutional support (Richley + Stewart)
strengthen capabilities & reduce civil service positions by increase support service contracting (also to replace attrition)
Consolidate research & functional orgn. (to move people around)

(Goddard & Ames lost their Joint Comite on Printing (JCP) authorization + x new reproduction plants)
↓ Senators + representatives with staff to advise them

Perm Emps as of 11/82
LERC 2485 CS 397 contractors

1984-89 strategic planning

Directorates Hds at Mohican State Park. Prior had mtgs with ÷n chiefs. Stefan spoke for 1 hr at 1 mtg

GM notes from Stefan's talk

- Marshall, Johnson + Kennedy in trouble.
- Beggs + Mark have to restructure whole NASA orgn.
- Emphasis on high tech.
  space telescope, space station + shuttle main engine
(Abe Silverstein apptd chairman of ad hoc committee for aeronautics program for Lewis)
- reorganization of research people for new pro~~fit~~grams
  Centaur in shuttle
- 280 CS + 1200 Support Serv. Ctrs in 1988 (see if new all as new program develop)
- LEWIS get more in line with SS ctrs. - Hdqtrs provide funds for CTR
- no rif in 1983

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2a

Be business like with contractor. Document discussions & actions during daily work. Follow-ups needed

Umbrella contracting downstream: join smaller contractors into larger one ⇒ by Jan 84 Tepler coordinate in next few days
Look at work - # of hrs involved, etc.
(library, Le Gals, copy operators, etc.)
Need new statement of work to augment present contracts

June 1983 70 Civil Serv. 35 Ctr = 105 TOTAL ÷ K staff
(library = 16% CTR)

Contracting
82: 1 - 11 peo - 2[illegible]K
83: 4 - 35 - 566K

Questions: DENNY ⇒ How terminate contracts
GM : Contracts are 1 yr & 4 1 yr options to renew
Speedtone contract May 1 - Jan 11
Le Gals May 1 - July 22, 83 (because of off-site contractor)
now want to phase Le Gals to Jan if possible. Problem with procurement!!

Umbrella contract - have mini COR's (hope this happens all over)
Bob Purgurst in procurement is coordinating umbrella contracts

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8-26-83

Mtg w. GM, DM, LJ, SC, EC & I
Contracting out librarian position

Doreen left
Contracting in lib.: Stefan's memo & feelings
1989 - 4000 people work at lab rather than 2600
now working here as CS
- rehash!!
SVERDLUP got contract - 12 engineers - 2B expanded
Service Areas: Admin Serv. - Rickley
Tech Serv - Stewart
Strategic Planning at Hdqtrs (started) - now doing 1984-89
Stefan told when ~~[illegible]~~ took job that there would be "no problems" with money for contract support (from Headquarters).
Each branch chief had ~~inpt~~ input to George for future strategic planning → July 7, 83 current strategic planning for 84-89
tried to convert Doreen to perm. by FY 84. → never happen

Contract out Doreen's position as librarian

Dorathy & Lee do statement of work
GM talked to ER & to Budget Office. GM wants to move fast on issue

DM meet with GM about statement of work this pm.
DM - has partially prepared st. of w. (? about Ding security status of people doing searches etc.) GM says write contract statement generally)
GM - well pleased with D & K as contractors

Typical contract: 1 yr + 4 1 yr options
If not satisfied with contractor - do not take up option
D & K "good businessmen" - ie do what George says.

GM says that it is up to DM if ~~you~~ she promotes Barb or hires another librarian. DM will be involved in the interview process.
GM wants this to happen next month & have mtg ~~this~~ pm.

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8-26-83

Contracting Out on Lab

PUBLICATIONS DIVISION (Logistics) PROK ÷n

Word Processing
Bindery
Graphics
Copy Machine Operator
Copy Camera
Black + White Printing
Negative Composing
Library

Oct 84 (FY 85) - umbrella contract: Dick Tefler coordinate
To get paperwork done + out on street must be out by Sept 15, 83

In our ÷n they r trying to change (extend) contracts to coincide with changeover to umbrella in Oct 1, 84
- extend some contracts to Sept 30, 84.
each contractor knows that there will be an umbrella contract in future. Some contractors not large enough to bid on umbrella but 1 co. that gets contract could sub-contract to others (or GM example Facility keep some people through 4 contractor orgns).

NASA Kennedy - doing institutional contract: awarded to EG + G (took over 2000 people) not going to keep personnel.
shuttle operation
shuttle development

4 places not subcontracted under umbrella + library was one not subcontracted. Vince Rappette works for minority contractor

Le Gals - no longer here
originally here + in Procurement
GM wanted to keep ours + Procurement seperate
Procurement + Le Gals could not agree on overhead price
Our ÷n still has Le Gals off-site.

DM? - Have a professional librarian ~~as~~ a COR. can have a backup as a COR?
GM - anywhere you have a COR, should have a backup for leave, etc.

profnl - do ref lists; circ desk; lit searches; recataloging;
check facility shelflist

D-K people not have clearances yet - check with
Andy Corcoran about their security clearance

GM: judgment thing. Watch how handle things
Expects a lot from contractor!! No shrugging off

EV - not necessary to have

1-13-84
Fri. - pm

George M, DM + Lg + SJO

Feb. 13 - replace w. $\overset{\text{support service}}{\text{SSCtts}}$

BUDGET

Sui Fui Fica Hospital. ↔ $\overset{\text{contractor}}{\text{benefits}}$ paid by govt) (4% escalation

Harness 13547 20967 + S+F+F $10.08/hr. straight salary
12.18/hr
2.10 Suey, F. + Fica

first 6% G+A then 7 3/4 % of total

need FY 84 budget → TOTAL LIBRARY BUDGET (84-5-6)

FY 84	1 Libn		20, 967
	7 Techn	at	14, 769
	2 Clerks		13, 188
	2 Student Tech		

FY 85 augment with 1 Profnl Libn + 1 Tech.
= 2 Libns + 8 Tech + 2

FY 86 augment with 1 Prof + 1 Tech
= 3 + 9 + 2

On equipment pg: for MF Reader

1-20-84

MTG w. GM, DM, LG, SJO, SC, EV, MJ 9AM Fri

! Contracting in Library

Phase 1 - May 83: replace temp

Phase 2 - Jan 84 : replace 4 technicians (perm.)

Phase 3 - augmenting staff. No intent to replace anyone in group

Feb. 13 - replace 4 technicians with contractors.
Lucy already replaced
3 new people coming in Feb. 13

Strategic plan : 1984-89 Not replace librarians or anyone here
Stefan wants to hire many new people - contractor & civil service
" wants new projects also (probably in R+D areas)
" wants about 4,000 people here by 1989

GM take advantage of situation & augment staffs!!

Start training Monday → this coming Monday : existing contractors

February 20-24 share our people with new places they are going.

Cannot guarantee people here will not be impacted. Technicians + librarians will be augmented. Right now have thoroughly discussed program & so at this time no intent to replace

DM + GM went to CWRU to talk about getting 2 interns work 300 hrs each for this year. Interns are coming on board through the contract & not through personnel.

Will be over crowding during transfer period.

GM Asked for 2 additional offices for library when Nichols moves out Maybe April & 4 additional offices upstairs

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APPENDIX E

STATEMENT OF WORK FOR LIBRARY SERVICES

STATEMENT OF WORK
for
LIBRARY SERVICES

Scope: The Contractor shall provide services in the following task areas:

1. Circulation Desk
2. File Maintenance
3. Processing of Research Reports and Documents
4. Filling requests for books, journal articles, reports, specs, etc.
5. Book Processing

1. Circulation Desk. - The Contractor shall perform the following duties: Process all circulation transactions at the library circulation desk. Charge and discharge materials and prepare waiting lists. Prepare material for routing to successive requesters, checking the security classification of documents and security clearance of requester. Ensure that requester's security clearance, need to know (R&D vs. Tech. Services), and employment status are adequate considering the nature of the material requested. Check requester's badge and/or lists of employees to determine requester's status as potential borrower of library material, i.e., is requester a Lewis employee, NASA employee, employee of other U.S. Government agency, faculty fellow, NRC fellow, co-op student, summer employee, NASA

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retiree, NASA grantee or contractor, or VIC visitor, etc. If requester's security clearance, need to know, or employment status is not adequate for the material requested, refer the request to Lewis Technical Monitor or to Lewis reference librarian. Maintain circulation records, employing a system of alphabetical listings by title, requester, accession number, Dewey Decimal/Library of Congress code as appropriate. Distribute overdue notices. Maintain Library distribution lists and membership lists for current awareness systems such as SCAN, Current Contents, IAA, STAR, etc. Meet patrons and answer phones at the library circulation desk. Ascertain nature of request and answer questions on location of library collections, organization of the collection, location of specific materials, etc. Assist requesters in locating material, recalling items from circulation as required. When material requested is not available, assist requester in completing library request card. Completed request cards shall be arranged by category of material requested (books to be obtained on loan, journal articles, technical reports, NASA SP's, items to be purchased) and given to Lewis Technical Monitor on a daily basis or immediately if the request is urgent. Instruct and assist callers in use and operation of microfiche readers, reader-printers, and copy machines. Stock machine with paper and toner, maintain minimal preventive maintenance such as cleaning surfaces, clearing jams, changing lenses, adjusting controls, etc. Notify Lewis Technical Monitor when machine breakdown requires service call. Assure that copyrighted or classified items are not reproduced without authorization from Lewis Technical Monitor. Maintain circulation and filing statistics.

2. File Maintenance. - The Contractor shall: Shelve books, journals, research reports, specifications, microfiche, and other Library materials.

, Place all Library materials left out in the Library, returned from the bindery, or returned from circulation on the shelves in proper order on a daily basis. Provide copies of requested journal articles, book chapters, reports, and specifications in accordance with security regulations and Copyright Law requirements. Report requests calling for violation of security regulations or the Copyright Law to Lewis Technical Monitor. Maintain statistics required.

3. Processing of Research Reports. - The Contractor shall: Process technical report literature in conformance with current Lewis procedures in identifying literature using NASA RECON's information database. Receive technical reports, journal articles, films, microfiche, etc., and prepare reference and cross reference cards for filing, indicating code number, originator, title, author, subject, contract, and other identifying information. Check NASA/RECON online system for accession number, and, when none is available, accumulate documents and forward to the NASA Scientific and Technical Information Facility for cataloging and entry into the NASA information system. Sort, prefile, and file catalog cards. Prepare material for circulation which was received in reply to specific request from NASA employees and others authorized by NASA employees. Prepare material for files which was received on general distribution. Prepare microfiche for files by assembling and sorting microfiche sets, inserting complete set in filing envelope, and prefile. Prepare lists of surplus books and journals for mailing to other NASA Centers. Send material to other Centers as requests are received from other Centers. Prepare shipments for surplus to Library of Congress or other destination. Maintain statistics required.

4. Filling requests for books, journal articles, reports, specs, etc.

The Contractor shall: Fill requests for books, journal articles, technical reports, microfiche, specifications, etc., from Lewis collection. Fill out library request cards in the absence of request card submitted by requester for material not in the library collection; or to clarify information submitted by the requester on a library request card; or to help requester identify item requested with item sent, i.e., requests for journal articles (also needed for library records of items copied), chapters of books, technical reports having more than one identifying report number. Requests submitted by means of copies of checklists, handwritten lists, or copies of typed lists may be cut up and posted to library request cards with requester's name added. Prepare material for circulation and recall material from circulation. Check the security classification of documents and security clearance of requester. Ensure that requester's security clearance, need to know (R&D vs. Tech. Services), and employment status are adequate considering the nature of the material requested. Check lists of employees to determine requester's status as potential borrower of library material, i.e., is requester a Lewis employee, NASA employee, employee of other U.S. Government agency, faculty fellow, NRC fellow, co-op student, summer employee, NASA retiree, NASA grantee or contractor, etc. If requester's security clearance, need to know, or employment status is not adequate for the material requested, refer request to Lewis Technical Monitor. Photocopy materials as required, in accordance with security regulations and Copyright Law requirements. Report requests which would violate security regulations or Copyright Law to Lewis Technical Monitor. Maintain statistics on titles, pages copied, etc.

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5. Book Processing. - The Contractor shall: Perform routine cataloging of new editions and new volumes of publications already in the library via careful comparison of the information contained in the book and on the cards already in the catalog. Search the card catalog by author/title and compare bibliographic information previously entered to determine if book in hand is identical to previous entry; if so, post added copies to library shelf list card, type charge cards, prepare book pocket, apply call number to spine of book, deliver book to cataloging librarian for checking. Forward books requiring nonroutine cataloging to the cataloging librarian. Complete technical processing of new acquisitions after catalog cards are received from OCLC; that is, check books against requests or orders, stamp library copy, prepare charge cards, etc. Use the online terminal and NASA/RECON electronic mail system to post Lewis book holdings to computerized entries; add or change local call numbers as necessary; delete Lewis holdings for material weeded by Lewis civil service staff or by contractor upon instruction from Lewis Technical Monitor. Print out completed transaction for inspection by Lewis Technical Monitor. Check OCLC (Online Computer Library Center) Online Union Catalog for Library of Congress catalog records for new acquisitions. Check Library of Congress records for accuracy, compare Library of Congress record with Cataloging in Publication information, update Cataloging in Publication information, store the record for the cataloging librarian's review before cards are ordered from OCLC. As need arises, file catalog cards.

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APPENDIX F

CIRCULATION DESK PROCEDURES

CIRCULATION DESK

OPENING LIBRARY:

Starting with the basement area:

Unlock padlocks to Room 15 (A# & N# Lektrievers) and DOE full-size documents.

Unlock and unlatch doors to Rooms 14, 22, and 28. ROOMS 12, 19, 20-18 ARE NOT TO BE OPENED.

Turn on lights in Room 28 (basement library).

Unlock door at top of stairs.

Turn on the IBM Copying Machine.

Turn on RECON equipment.

First floor area:

Unlock doors to Rooms 114 and 122 (Rainbow Room).

Unlock loading dock area (only left door needs to be unlocked).

Unlock and unlatch first set of double doors leading to Main Reading room and open second set of double doors if closed.

Within the Main Reading Room (carpeted area), unlock doors to Shelf-list room, Mailroom, RECON room and room behind reference librarian's desk.

Unlock and unlatch back doors to Main Reading Room.

Turn on lights.

Turn on RECON equipment.

YELLOW CHARGE CARDS:

File yellow charge cards, using following card sequence:

JOURNALS (by journal title, volume no., issue no, date, & copy no.)
DEWEY BOOKS (by book no., edition no., volume & year, copy no.)
DICTIONARIES (by title, year & copy no.)
LC BOOKS (by book no., edition no., volume & year, copy no.)
A-NUMBERS (by A-number & copy no.)
DOE (by DOE number & copy no.)

Card sequence, continued:

- UNNUMBERED (A- or N-) (by source, report no. or paper no., title)
- N-NUMBERS (by N-number & copy no.)
- R & MS (by R & M-number & copy no.)
- NACA (by NACA-number & copy no.)
- NASA (by NASA-number & copy no.)
- COLLEGE CATALOGS (by college name & year)
- COMPUTER TAPE REEL (by COMPUTER TAPE CT-number & copy no.)
- DISKETTES (by DISKETTE D-number & copy no.)
- FILM (by FILM REEL-number & copy no.)
- KIT (by KIT K-number & copy no.)
- MICROFILM - REEL (by MICROFILM REEL-number & copy no.)
- MICROFICHE (by MICROFICHE M-number & copy no.)
- MISCELLANEOUS LOAN (INTERLIBRARY LOANS, BLUE CARDS) (by author & title)
- RECORDS (by RECORD R-number & copy no.)
- SLIDE FILES (by SLIDE S-number & copy no.)
- VIDEO TAPES (by VIDEO TAPE V.T.-number & copy no.)
- TECH BRIEFS (by B-number & copy no.)
- D-NUMBERS (by D-number & copy no.)

Discharge returned material:

Get "DISCHARGING TRUCK" from mailroom (room 125), remove discharging from truck and return truck to mailroom.

Arrange material using above card sequence.

Pull yellow charge card - matching information on material against charge card.

Journals with routing slips attached - DO NOT HAVE CHARGE CARDS - pull routing slip from journal, count as "Journal Discharged" and place in dumb waiter. EXCEPTION: Those journals noted "ABSTRACT" on front cover - then place on filing truck.

Journals with requester's name printed in the upper right-hand corner of front cover - DO NOT HAVE CHARGE CARDS - cross name off, count as "Journal Discharged" and place in dumb waiter. EXCEPTION: Those journals noted "ABSTRACT" on front cover - then place on filing truck.

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Books with requester's name printed either on first page after cover or in the upper right-hand corner of front cover - DO NOT HAVE CHARGE CARDS - count as "Books Discharged" and give to Lewis Technical Monitor.

Red-Numbered Documents - DO NOT HAVE CHARGE CARDS - cross name off, count as "Document Discharged" and place in dumb waiter.

P-Numbered Documents - DO NOT HAVE CHARGE CARDS - cross name off, count as "Document Discharged" and place in dumb waiter.

Copied Material with a property stamp on back - DO NOT HAVE CHARGE CARDS - are to be tossed in wastebasket.

Source & Send - DO NOT HAVE CHARGE CARDS - count as "Document Discharged" and put on shelf in Room 113.

Adding requester's name to "YELLOW CHARGE CARDS". This information is to be taken from the "Call Back Form (NASA-C-502)" or "Library Action Notice (NASA-C-514)" on all material returned to Library for discharging.

EXCEPTION: Occasionally requestor will include a note requesting to see material again.

Removal of "green signal clip" on all library material not containing a waiting list.

After yellow charge cards are pulled and routing notations made - the material is then placed on white charge card side of counter by requester's last name.

WHITE CHARGE CARDS:

File white charge cards by requester's last name, then use following card sequence.

There should be a guide card for each requester:

If there is not a guide card, check name against phone book addenda and make up guide cards as necesssary.

If name does not appear in phone book addenda, then call personnel to verify whether person is a Lewis employee, NASA employee, employee for other U.S. Government agency, faculty fellow, NRC fellow, co-op student, summer employee, NASA retiree, NASA grantee or contractor, or VIC visitor, etc.

Guide cards for all employees who are not Lewis employees should be noted with either the contractor name, the proctor's name or any other identifying information. Identifying information should be highlighted with yellow marker. (see Attachment 1 for sample of guide card).

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If unable to verify requestor's employment status, notify Lewis Technical Monitor.

Card sequence:

JOURNALS (by journal title, volume no., issue no, date, & copy no.)
DEWEY BOOKS (by book no., edition no., volume & year, copy no.)
DICTIONARIES (by title, year & copy no.)
LC BOOKS (by book no., edition no., volume & year, copy no.)
A-NUMBERS (by A-number & copy no.)
DOE (by DOE number & copy no.)
UNNUMBERED (A- or N-) (by source, report no. or paper no., title)
N-NUMBERS (by N-number & copy no.)
R & MS (by R & M-number & copy no.)
NACA (by NACA-number & copy no.)
NASA (by NASA-number & copy no.)
COLLEGE CATALOGS (by college name & year)
COMPUTER TAPE REEL (by COMPUTER TAPE CT-number & copy no.)
DISKETTES (by DISKETTE D-number & copy no.)
FILM (by FILM REEL-number & copy no.)
KIT (by KIT K-number & copy no.)
MICROFILM - REEL (by MICROFILM REEL-number & copy no.)
MICROFICHE (by MICROFICHE M-number & copy no.)
MISCELLANEOUS LOAN (INTERLIBRARY LOANS, SALMON CARDS) (by author & title)
RECORDS (by RECORD R-number & copy no.)
SLIDE FILES (by SLIDE S-number & copy no.)
VIDEO TAPES (by VIDEO TAPE V.T.-number & copy no.)
TECH BRIEFS (by B-number & copy no.)
D-NUMBERS (by D-number & copy no.)

Discharge returned material:

Pull white charge card from requester's name file - matching information taken from material and yellow charge card.

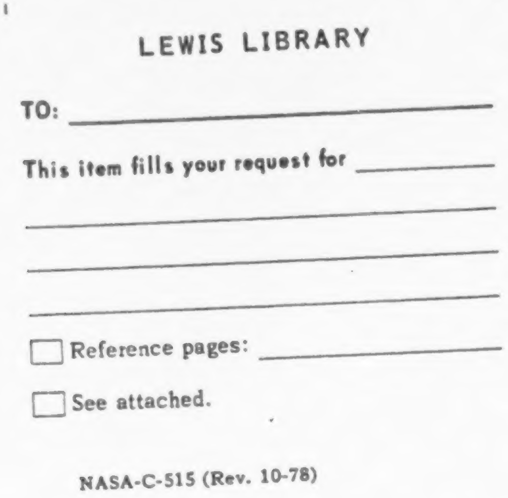
After white charge cards are pulled:

Add to the "WHITE CHARGE CARDS" all names that appear on "yellow charge cards" and set aside. Also, type new charge cards when necessary include date new charge cards were typed. (see Attachment 2 for sample)

Staple "LEWIS LIBRARY" form (NASA-C-515) to request card for those items which can be copied and set aside.

For those items that are fifty (50) pages or more - clip "LEWIS LIBRARY" form (NASA-C-515) to front of library material and fill out requester's name on both the "YELLOW AND WHITE CHARGE CARDS" and set aside.

SAMPLE OF LEWIS LIBRARY form (NASA-C-515):



LEWIS LIBRARY

TO: ____________________

This item fills your request for __________

____

____

____

☐ **Reference pages:** __________

☐ **See attached.**

NASA-C-515 (Rev. 10-78)

Library Material requested by Library Staff member, clip charge cards to front cover and set aside.

Unrouted library material, place charge cards in either the book pocket or paper clipped to first page following front cover and set aside. EXCEPTION: Charge cards for "Library/Reference" journals should be tossed in wastebasket.

Count the number of books, journals, and documents discharged, place figures in appropriation location on "Circulation and Discharging" statistic sheet.

After statistics have been taken:

Library material ready for circulation should be placed on "mailing truck".

Library material ready for copying should be placed on "copying shelf" located in basement library.

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Library material ready for filing should be placed as follows:

Library Material requested by Library Staff member - give to person as noted.

Books - on filing truck.

Journals stamped "ABSTRACT" - on filing truck.

Journals either stamped "BINDERY SHELF" or if "bindery shelf" is indicated on charge card - place on cabinet in Room 119.

All other journals - place in dumbwaiter.

Documents - place in dumbwaiter.

Dictionaries - place in dumbwaiter.

Audio visual material - on filing truck.

Interlibrary Loans - return to Room 120.

MEET PATRONS & ANSWER PHONES AT THE LIBRARY CIRUCLATION DESK:

REFERENCE TOOLS TO BE USED:

NASA RECON's information database.

Book Catalog. (Dewey, LC, dictionaries, and unnumbered books)

Reference books and abstracts.

Shelf lists for documents, photostats, source & send, and miscellaneous materials.

Document collections.

Microfiche collections.

Journal holdings and bound NACA/NASA collection.

Specification collections.

Ascertain nature of request and answer questions on location of library collections, organization of the collection, location of specific materials, etc.

Reference requests are to be referred to reference librarian.

Mail generated from phone requests, add requester's name to both the "yellow and white charge cards" before placing on mailing truck.

Assist requesters in locating material, recalling items from circulation as required.

Assure that copyrighted or classified items are not reproduced without authorization from Lewis Technical Monitor.

When material requested is not available, assist requester in completing library request card. (see Attachment 5 for sample of request card)

> Requests for SP, CP, RP and Specifications unless urgently required, a request card is to be filled out.

Completed request cards should be arranged by category of material requested (books to be obtained on loan, journal articles, technical reports, NASA SP's, items to be purchased) and given to Lewis Technical Monitor on a daily basis or immediately if the request is urgent.

Hold File (wooden shelf) contains requested interlibrary loans from outside libraries, phoned in request for reference type materials and other related library materials.

Lewis Personnel Office will call requesting what library material is charged to exiting employees. Advise as to the number of journals, books, dictionaries, unclassified documents, classified documents, etc.

> NOTE: A listing of exiting employees is to be made indicating what library materials are charged and given to the Lewis Technical Monitor.

* Retirees or exiting employees with a personnel type clearance sheet are to be referred to the Lewis Technical Monitor.

OVERDUE/CALL BACK NOTICES:

TYPES OF CALL BACKS:

FIRST CALL BACK - sent two-weeks after receipt of material.

SECOND CALL BACK - sent one-week after first call back is generated.

THIRD CALL BACK - phone call made one-week after second call back is generated.

FOURTH CALL BACK - sent to "Section Head" one-week after third call back is generated.

FIFTH CALL BACK - give yellow charge cards to Lewis Technical Monitor for action.

OVERNIGHT CALL BACK - Reference material that has not been returned by 9:00 a.m.

Check "green signal clips" on yellow charge cards - ON A DAILY BASIS.

If user's has had material longer than a two-week period or one-week after each call back, pull yellow charge card.

Either yellow charge card along with call back form can be copied on copying machine or call back forms can be typed for each yellow charge card. (see Attachments 3 and 4)

> If copied, insert yellow charge card in appropriate slot on master call back form - making sure that identifying information is legible.
>
> If typed on call back form - include all identifying information, such as: journal title, vol. no., issue no, date, copy no.; book no., edition no., volume & year, copy no.; document number and copy no.

PRINT current user's name and mail stop in the "TO" area of form.

"X" the appropriate block on form.

Date form.

Date yellow charge card by current user's name each time call back is generated.

SECOND call back being sent - indicate under identifying information the following: "SECOND REQUEST - PLEASE RETURN".

THIRD call back - phone call is made to user requesting prompt return of material.

FOURTH call back - check library collection for number of copies and types of copies.

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If there is another copy that can be used to fill requester's needs, then transfer names to yellow charge card and send call back where needed. If there is a circulating copy on shelf, fill out charge cards and place on mailing truck.

If this is our only circulating copy, send call back notice to user's Section Head asking for his assistance. Indicate under identifying information: "THIS IS OUR ONLY CIRCULATING COPY, PROMPT RETURN REQUIRED. IF A SECTION COPY IS NEEDED, PLEASE GENERATE APPROPRIATE REQUEST - BUT HAVE THIS COPY RETURNED TO THE LIBRARY".

FIFTH call back - give yellow charge cards to Lewis Technical Monitor for action.

Take call back/overdue notice statistics - by counting yellow charge cards and indicate figure on monthly statistic sheet under "CALL BACKS". Rubber band yellow charge cards and place in wooden circulation box.

After call back forms are completed - place on mailing truck.

If user is an outside Library or Organization, give call back form to Anita Solarz, Room 120.

OVERNIGHT CALL BACK:

Call users and remind them that the library reference material should have been returned by 9:00 a.m.

Date yellow charge card by current user's name each time call back is generated.

Overnight call backs are done on a daily basis.

FOURTH call back - give yellow charge cards to Lewis Technical Monitor for action.

Take overnight call back statistics - by counting charge cards and indicate figure on monthly statistic sheet under "CALL BACKS".

Refile charge cards in wooden circulation box under overnight loans.

SECURITY CLASSIFICATION OF DOCUMENTS & SECURITY CLEARANCE OF REQUESTER:

SECURITY CLASSIFICATION OF DOCUMENTS

Confidential

Unclassified limited

Unclassified "For Early Domestic Dissemination" (FEDD)

SECURITY CLEARANCE OF REQUESTER

Ensure that requester's security clearance, need to know (R&D vs. Tech. Services), and employment status are adequate considering the nature of the material requested.

Check requester's badge and/or lists of employees to determine requester's status as potential borrower of library material, i.e., is requester a Lewis employee, NASA employee, employee of other U.S. Government agency, faculty fellow, NRC fellow, co-op student, summer employee, NASA retiree, NASA grantee or contractor, or VIC visitor, etc.

If requester's security clearance, need to know, or employment status is not adequate for the material requested, refer the request to Lewis Technical Monitor or to Lewis reference librarian.

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LIBRARY EQUIPMENT

Instruct and assist callers in use and operation of microfiche readers, reader-printers, and copy machines.

Stock machines with paper and toner, maintain minimal preventive maintenance such as cleaning surfaces, clearing jams, changing lenses, adjusting controls, etc.

Notify Lewis Technical Monitor when machine breakdown requires service call.

END OF DAY ACTIVITIES

Arrange "yellow charge cards", using following card sequence:

JOURNALS (by journal title, volume no., issue no, date, & copy no.)
DEWEY BOOKS (by book no., edition no., volume & year, copy no.)
DICTIONARIES (by title, year & copy no.)
LC BOOKS (by book no., edition no., volume & year, copy no.)
A-NUMBERS (by A-number & copy no.)
DOE (by DOE number & copy no.)
UNNUMBERED (A- or N-) (by source, report no. or paper no., title)
N-NUMBERS (by N-number & copy no.)
R & MS (by R & M-number & copy no.)
NACA (by NACA-number & copy no.)
NASA (by NASA-number & copy no.)
COLLEGE CATALOGS (by college name & year)
COMPUTER TAPE REEL (by COMPUTER TAPE CT-number & copy no.)
DISKETTES (by DISKETTE D-number & copy no.)
FILM (by FILM REEL-number & copy no.)
KIT (by KIT K-number & copy no.)
MICROFILM - REEL (by MICROFILM REEL-number & copy no.)
MICROFICHE (by MICROFICHE M-number & copy no.)
MISCELLANEOUS LOAN (INTERLIBRARY LOANS, BLUE CARDS) (by author & title)
RECORDS (by RECORD R-number & copy no.)
SLIDE FILES (by SLIDE S-number & copy no.)
VIDEO TAPES (by VIDEO TAPE V.T.-number & copy no.)
TECH BRIEFS (by B-number & copy no.)
D-NUMBERS (by D-number & copy no.)

Count "yellow charge cards" and place totals in appropriate block on monthly statistic sheet.

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Arrange "white charge cards" by requester's last name, then first name or initials - then using following card sequence:

JOURNALS (by journal title, volume no., issue no, date, & copy no.)
DEWEY BOOKS (by book no., edition no., volume & year, copy no.)
DICTIONARIES (by title, year & copy no.)
LC BOOKS (by book no., edition no., volume & year, copy no.)
A-NUMBERS (by A-number & copy no.)
DOE (by DOE number & copy no.)
UNNUMBERED (A- or N-) (by source, report no. or paper no., title)
N-NUMBERS (by N-number & copy no.)
R & MS (by R & M-number & copy no.)
NACA (by NACA-number & copy no.)
NASA (by NASA-number & copy no.)
COLLEGE CATALOGS (by college name & year)
COMPUTER TAPE REEL (by COMPUTER TAPE CT-number & copy no.)
DISKETTES (by DISKETTE D-number & copy no.)
FILM (by FILM REEL-number & copy no.)
KIT (by KIT K-number & copy no.)
MICROFILM - REEL (by MICROFILM REEL-number & copy no.)
MICROFICHE (by MICROFICHE M-number & copy no.)
MISCELLANEOUS LOAN (INTERLIBRARY LOANS, SALMON CARDS) (by author & title)
RECORDS (by RECORD R-number & copy no.)
SLIDE FILES (by SLIDE S-number & copy no.)
VIDEO TAPES (by VIDEO TAPE V.T.-number & copy no.)
TECH BRIEFS (by B-number & copy no.)
D-NUMBERS (by D-number & copy no.)

Total figures on the "Circulation and Discharging Statistic" sheet and place totals in appropriate blocks on monthly statistic sheet.

Straightening and picking up library material from carrells and tables located in main reading room and basement library areas. Place material in or on appropriate locations for refiling.

CLOSING LIBRARY:

Starting with the basement area:

Lock padlocks to Room 15 (A# & N# Lektrievers) and DOE full-size documents and turn lights off.

Lock and latch doors to Rooms 14, 22, and 28.

Check to be sure ROOMS 12, 19, 20-18 are locked and lights are off.

Turn off lights in Room 28 (basement library).

Lock door at top of stairs.

Turn off the IBM Copying Machine.

Turn off RECON equipment.

First floor area:

Lock doors to Rooms 114 and 122 (Rainbow Room) and turn off lights.

Lock and latch loading dock area, push on doors to be sure they are locked.

Lock and latch front doors leading to Main Reading room, push on doors to be sure they are locked.

Within the Main Reading Room (carpeted area), lock doors to Shelf-list room, Mailroom, RECON room and room behind reference librarian's desk.

Lock and latch back doors to Main Reading Room, push on doors to be sure they are locked. plung shut!

Turn all off lights.

Turn off RECON equipment.

** Advise the Reference Librarian on duty that all areas have been closed. (Never!!)

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MAINTAIN LIBRARY DISTRIBUTION LISTS AND MEMBERSHIP LISTS

Verify mail stops and/or organization codes against new phone book addendus and organizational notifications as they are received.

Requests for additions or deletions to lists are to be noted, along with date noted and your initials.

Lists are to be given to Lewis Technical Monitor at the end of each month.

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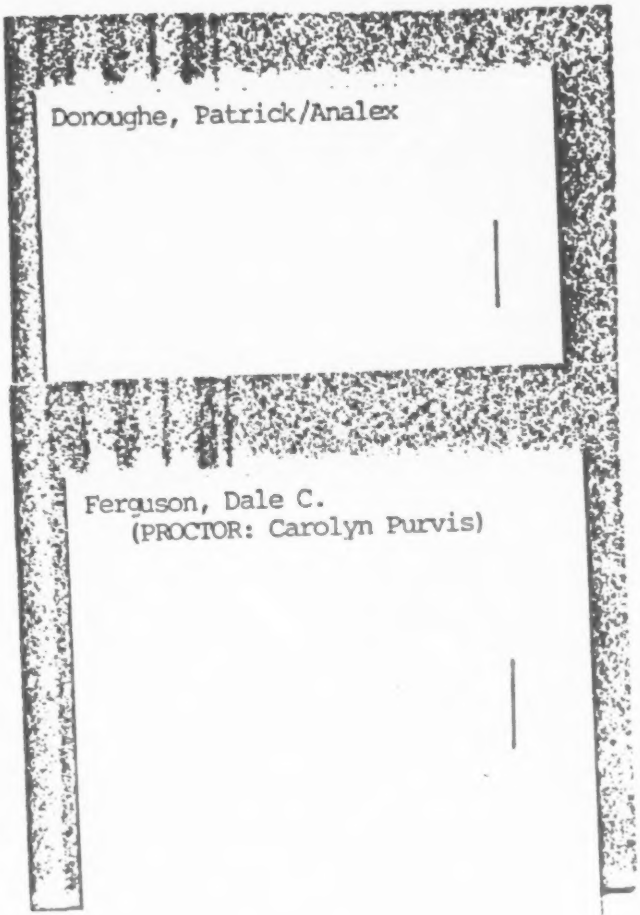
SAMPLE OF GUIDE CARD IF PERSON IS NOT AN NASA EMPLOYEE



Donoughe, Patrick/Analex

Ferguson, Dale C.
(PROCTOR: Carolyn Purvis)

ATTACHMENT 1

QC
175.2
.S68
1982

c.1

Stanislav, J. F.
Mathematical modeling of transport
phenomena processes.
c1982.

5-2-83/Second Card

Date	Issued To	Division

NASA C-509 (10-75-55) LIBRARY CHARGE CARD

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ATTACHMENT 2

Space Administration

Lewis Research Center
Cleveland, Ohio
44135

[illegible] 13 1983

Reply to Attn of 1950

TO: C. C. Chamis 49-6

FROM: 1950/Library, Mail Stop 60-3, PAX: 2234

SUBJECT: Prompt Return of the Material Noted Below

☒ There is a waiting list for the material.

☐ The material is a reference copy (*Overnight-Loan*).

☐ The material is to be bound.

☐ The material is to be recataloged.

☐ The material is needed for interlibrary loan.

If you wish this material returned
to you, please check here ________.

QA
402
.P34
1982

c.1

Patel, Rajnikant V.
Multivariable system theory and
design.
1st ed.

BEST COPY AVAILABLE

NASA-C-502 (Rev. 6-82)

ATTACHMENT 3

Space Administration

Lewis Research Center
Cleveland, Ohio
44135

April 18, 1983

Reply to Attn of: 1950

TO: C. C. Chamis 49-6

FROM: 1950/Library, Mail Stop 60-3, PAX: 2234

SUBJECT: Prompt Return of the Material Noted Below

☒ There is a waiting list for the material.

☐ The material is a reference copy *(Overnight-Loan)*.

☐ The material is to be bound.

☐ The material is to be recataloged.

☐ The material is needed for interlibrary loan.

If you wish this material returned
to you, please check here

QA c.1
402
.P34
1982

Patel, Rajnikant V.
Multivariable system theory and design.
1st ed.

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NASA-C-503 (Rev. 6-82)

ATTACHMENT 4

CLEVELAND BUSINESS FORMS CO. — CLEVELAND, OHIO [illegible]

LIBRARY LITERATURE REQUEST

INSTRUCTIONS: Use a ball-point pen and press firmly.

BOOKS: Complete Items 3, 4, 6, 7, 8, 10, and 11.

JOURNAL ARTICLES: Complete Items 1, 4, 5, 6, 7, 10, and 11.

TECHNICAL REPORTS: If NASA or AEC number is known. (N65-, A65-) Complete Items 8, 10, and 11. If there is no NASA or AEC number, complete items 2, 4, 6, 7, 9, 10, and 11.

Microfiche copies of reports in the NASA-AEC collection will be sent whenever possible for screening purposes to determine need for full-size copy. Indicate with an "X" in Item 10 if the need for full-size copy has already been established.

Requests for Section copies must be approved (item 12) by Section Head or above.

Requester retain the top copy of this form for your records and submit the card to the Library.

1. JOURNAL (*Title, Vol., Issue, Year*)

2. ORGANIZATION (*Name, Report No., Date*)

CLASSIFICATION: (S) (C) (UNC.)

CONTRACT NO.

3. PUBLISHER (*Name and Date*)

4. AUTHOR (S)

5. INCLUSIVE PAGES

6. TITLE

7. REFERENCED IN:

8. NASA LIBRARY NO. OR AEC NO.

9. DDC NO.

10. COPIES REQUESTED

☐ FULL SIZE ☐ MICROFICHE

☐ FOR SECTION USE (*Approve below*)

☐ XEROX

☐ TRANSLATION

11. REQUESTER NAME	DATE	PAX	M S
1.			
2.			
3.			
4.			
5.			

12. APPROVED

ORG. C

NASA-C-501 (Rev. 10-65)

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ATTACHMENT 5

APPENDIX G

PERFORMANCE MEASUREMENTS/ MONTHLY STATISTICS

Glenn Technical Library FY 2001 Monthly Activity Report

June, 2001

Circulation desk & Collection management	Dick, Jan	Kelley, Suzanne	Long, Melanie	Louderback, Beverly	Catherine Marshall	Merritt, Kathy	Stegenga, Marcia	Watson, Karen	Total
New patrons registered									0
Exiting patrons processed									0
Directional/informational questions									0
Documents supplied manually									0
Controlled docs circulated									0
Items Charged									0
Items Discharged									0
Recall notices									0
Weeding									
Books									0
Documents									0
Journals									0
Total items weeded	0	0	0	0	0	0	0	0	0
Filing/shelving									
Shelf list cards									0
Journals									0
Books									0
Documents									0
Specifications									0
Microform									0
Total items filed/shelved	0	0	0	0	0	0	0	0	0
Shifting									
Journals									0
Books									0
Documents									0
Specifications									0
Microform									0
Total shelves shifted	0	0	0	0	0	0	0	0	0

Glenn Technical Library FY 2001 Monthly Activity Report

June, 2001	Dick, Jan	Kelley, Suzanne	Long, Melanie	Louderback, Beverly	Catherine Marshall	Merritt, Kathy	Stegenga, Marcia	Watson, Karen	Total
Copying (number of pages)									
Journals									0
Microform									0
Book chapters/papers									0
Documents									0
CDs									0
Total No. of pages copied	0	0	0	0	0	0	0	0	0
Items received & processed									
Journals & other subscribed items (microforms)									0
Books									0
Documents									0
Controlled Documents									0
Specifications									0
Microfiche									0
Translations									0
Reprints/page charges									0
Gift Journals									0
Other									0
Total Items Received & Processed	0	0	0	0	0	0	0	0	0
No. of shelf list cards prepared									0
No. of volumes prepared for binding									0
No. of volumes bound/rebound									0
Acquisitions									
Requests received - Overall Total									0
Books									
Electronic									0
Paper									0
Total books requested	0	0	0	0	0	0	0	0	0

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Glenn Technical Library FY 2001 Monthly Activity Report

June, 2001	Dick, Jan	Kelley, Suzanne	Long, Melanie	Louderback, Beverly	Catherine Marshall	Merritt, Kathy	Stegenga, Marcia	Watson, Karen	Total
Journals & journal articles									
Electronic									0
Paper									0
Total articles requested	0	0	0	0	0	0	0	0	0
Reports, etc									
Electronic									0
Paper									0
Total reports requested	0	0	0	0	0	0	0	0	0
No. of items filled in-house									
Journal articles									0
Records input to database									0
Books									0
Documents									0
Controlled Documents									0
Specifications									0
Other									0
Total items filled in-house	0	0	0	0	0	0	0	0	0
Subscriptions									
No longer using - Moved to Cataloging									
No. of print subs. ordered									0
No. of electronic subs. ordered									0
No. of online databases ordered									0
Total subscription items ordered	0	0	0	0	0	0	0	0	0
No. claimed									0
Nonsubscription materials (includes No. of items ordered)									
Books									0
Documents									0
Controlled Documents									0
Specifications									0
Translations									0
Reprints/page charges									0
Other									0
Total nonsubs. items ordered	0	0	0	0	0	0	0	0	0
Interlibrary loan									
Items borrowed									0
Items loaned									0

Glenn Technical Library FY 2001 Monthly Activity Report

June, 2001	Dick, Jan	Kelley, Suzanne	Long, Melanie	Louderback, Beverly	Catherine Marshall	Merritt, Kathy	Stegenga, Marcia	Watson, Karen	Total
Project Documents									
New document requests									0
Requests completed									0
Docs. added to collection									0
Docs. revised/updated									0
PDC subscribers served									0
Cataloging									
Items cataloged, original									0
Items cataloged, copy									0
Serials records created									0
Copies added or corrected									0
Shelf list cards created									0
OCLC holdings updated									0
Recataloging									0
Reference Services									
Quick reference searches									0
Directional questions									0
In-depth searches (reference analyses)*									0
User training sessions**									0
Users trained **									0
Outreach activities **									0
Citations verified									0
Electronic Library									
Web pages created									0
Web pages redesigned									0
Web pages edit									0
Links added									0
Links updated									0
Links removed									0
* Databases/sources used (reference MS Access report)									
** Training topics (reference MS Access report)									

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5.0 - Library

June, 2001

			Workload			Contractor Information								COTR / TR		Score					
						Original Data			Adjusted Data												
			SPL	AQL	Actual Monthly	Sample Size	Pass	Fail	Adjusted Pass	Comments	Pass	Fail	Self Assessment	Adjusted Pass	Comments	Pass	Fail	Final Assessment	Weight of Standard	Score	Status
58	5.1	Charging material shall be done in Galaxie when the requestor presents it; discharging shall be done within 8 working hours and exit lists shall be prepared within 8 working hours of request.	92%	80%				0		Click	0	0	N/A		Click	0	0	N/A	12%	N/A	N/A
110	5.2	Shelved items shall be in the proper order (alphabetically, numerically, etc.) within each collection and shelflist cards are to be accurate and filed numerically.	90%	78%				0		Click	0	0	N/A			0	0	N/A	10%	N/A	N/A
60	5.3	Purchase requests and purchase orders shall be completed accurately (including ordering and receipt), according to the most current publisher information with rush orders processed within 8 working hours and regular requests within 2 working days of the request.	92%	80%				0		Click	0	0	N/A		Click	0	0	N/A	12%	N/A	N/A
61	5.3.1	Journals shall be checked in within 10 working hours of receipt and shelved alphabetically within 3 working days and predetermined titles shall be bound within 18 months of issue.	90%	78%				0		Click	0	0	N/A		Click	0	0	N/A	10%	N/A	N/A
107	5.3.1	Journal usage reports shall be submitted by the 10th working day in July.	99%	0%				0		Click	0	0	N/A		Click	0	0	N/A	4%	N/A	N/A
62	5.3.2	Incoming shipments shall be processed within 2 working days of receipt.	88%	78%				0		Click	0	0	N/A		Click	0	0	N/A	10%	N/A	N/A
63	5.3.4	Databases shall be maintained for bibliographic data and subscriber information and incoming documents shall be filed within 3 working days of receipt.	88%	75%				0		Click	0	0	N/A		Click	0	0	N/A	10%	N/A	N/A
64	5.4	Originally cataloged material shall be shelf ready within 10 working days, copy cataloged material shall be shelf ready within 5 working days, regular requests shall be processed within 10 working days, and rush items shall be ready within 3 working days (excluding original cataloging).	88%	75%				0		Click	0	0	N/A		Click	0	0	N/A	10%	N/A	N/A
65	5.5	Reference services, library tours and training shall be provided according to the schedule agreed upon with the customer. Outreach activities shall be accomplished according to the schedule agreed upon with the TR.	92%	80%				0		Click	0	0	N/A		Click	0	0	N/A	12%	N/A	N/A
66	5.6	Networks shall be fully operational for access by customers and library staff.	96%	75%				0		Click	0	0	N/A		Click	0	0	N/A	10%	N/A	N/A
		Totals	90.96%	74.70%									0.00%							0.00%	N/A

Printed On: 06/01/2001

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5.0 - Library Fourth Fee Period Cumulative (May, 2001 - Oct., 2001)			Workload			Contractor Information								COTR / TR		Score					
						Original Data			Adjusted Data												
			SPL	AQL	Actual Monthly	Sample Size	Pass	Fail	Adjusted Pass	Comments	Pass	Fail	Self Assessment	Adjusted Pass	Comments	Pass	Fail	Final Assessment	Weight of Standard	Score	Status
58	5.1	Charging material shall be done in Galaxie when the requestor presents it; discharging shall be done within 8 working hours and exit lists shall be prepared within 8 working hours of request.	92%	80%	0	0	0	0	0	Click	0	0	N/A	0	Click	0	0	N/A	12%	N/A	N/A
110	5.2	Shelved items shall be in the proper order (alphabetically, numerically, etc.) within each collection and shelflist cards are to be accurate and filed numerically.	90%	78%	0	0	0	0	0	Click	0	0	N/A	0	Click	0	0	N/A	10%	N/A	N/A
60	5.3	Purchase requests and purchase orders shall be completed accurately (including ordering and receipt), according to the most current publisher information with rush orders processed within 8 working hours and regular requests within 2 working days of the request.	92%	80%	0	0	0	0	0	Click	0	0	N/A	0	Click	0	0	N/A	12%	N/A	N/A
61	5.3.1	Journals shall be checked in within 10 working hours of receipt and shelved alphabetically within 3 working days and predetermined titles shall be bound within 18 months of issue.	90%	78%	0	0	0	0	0	Click	0	0	N/A	0	Click	0	0	N/A	10%	N/A	N/A
107	5.3.1	Journal usage reports shall be submitted by the 10th working day in July.	99%	0%	0	0	0	0	0	Click	0	0	N/A	0	Click	0	0	N/A	4%	N/A	N/A
62	5.3.2	Incoming shipments shall be processed within 2 working days of receipt.	88%	78%	0	0	0	0	0	Click	0	0	N/A	0	Click	0	0	N/A	10%	N/A	N/A
63	5.3.4	Databases shall be maintained for bibliographic data and subscriber information and incoming documents shall be filed within 3 working days of receipt.	88%	75%	0	0	0	0	0	Click	0	0	N/A	0	Click	0	0	N/A	10%	N/A	N/A
64	5.4	Originally cataloged material shall be shelf ready within 10 working days, copy cataloged material shall be shelf ready within 5 working days, regular requests shall be processed within 10 working days, and rush items shall be ready within 3 working days (excluding original cataloging).	88%	75%	0	0	0	0	0	Click	0	0	N/A	0	Click	0	0	N/A	10%	N/A	N/A
65	5.5	Reference services, library tours and training shall be provided according to the schedule agreed upon with the customer. Outreach activities shall be accomplished according to the schedule agreed upon with the TR.	92%	80%	0	0	0	0	0	Click	0	0	N/A	0	Click	0	0	N/A	12%	N/A	N/A
66	5.6	Networks shall be fully operational for access by customers and library staff.	95%	75%	0	0	0	0	0	Click	0	0	N/A	0	Click	0	0	N/A	10%	N/A	N/A
		Totals	90.98%	74.70%									0.00%							0.00%	N/A

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APPENDIX H

1992 LIBRARY USERS SURVEY

AI 3- 10
LEWIS, RESIDENT, CONTRACTOR,
AND EXCHANGE PERSONNEL

NASA Lewis Research Center
Cleveland, Ohio

November 24, 1992

TO: Lewis Employees, On-Site Contractors, and NASA Exchange and Resident Personnel

FROM: Chief, Technical Information Services Division

SUBJECT: Lewis Library Survey

Before you say "Oh, no, not another survey!" please read on.

I'm asking you to take a few minutes to think about your contacts with the main Lewis Library located in Building 60. Then share your opinion of the library and its services.

The library is a valuable resource. The library staff wants to help you do your job "better, cheaper, faster" by providing the information you need quickly and economically. This survey will provide user feedback. It will generate information to make the library more useful to all of us. It will help provide direction for growth and improvement.

Return the completed survey to any of the Library User Committee members listed on the back. Or deliver it in person if you want to add your own touch. Please return it by December 7. The committee members will summarize the data, make a list of action items, recommend solutions and suggestions, and publish the results of the survey as quickly as possible.

Thanks for your help.

Richard E. Texler

Richard E. Texler

Enclosure

Copy Distribution:
List A-1

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LIBRARY USER SURVEY

The diversity and evolution of the scientific and engineering research areas that are represented here at LeRC place rather critical requirements on the library and its staff to support the information needs of such research activity. The Library User Committee of LeRC, the liaison between the user community and the library staff, would like to know how the library has served you in the past and how it can be improved to serve you in the future. Please take a few minutes of your valuable time to complete this survey form which will help the Library User Committee understand the wants and needs you have of the LeRC library.

1. What is your organizational code ?__________

2. Approximately how often do you use the library ?

   1) Weekly 2) Twice a Month 3) Monthly 4) Once a year 5) Never

3. Do you require assistance from the library staff when you use the library ?

   1) Always 2) Often 3) Not very often 4) Not at all

   If not "always", please feel free to explain:

4. Are you treated courteously by the library staff ?

   1) Always 2) Often 3) Not very often 4) Not at all

   If not "always", please feel free to explain:

5. Do you think that the library should install and enforce a book return policy ?

   1) Yes 2) No

   Please feel free to explain:

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6. Please indicate your satisfaction level with each of the following:

	Very Satisfied	Satisfied	Not Satisfied	Not Applicable	Unaware of Service
Availability of Books Related to your Research Area	___	___	___	___	___
Availability of Journals Related to your Research Area	___	___	___	___	___
Availability of Technical Reports (TM's, CR's etc)	___	___	___	___	___
Availability of Abstracts & Indexes	___	___	___	___	___
Book acquisition process	___	___	___	___	___
Journal Routing	___	___	___	___	___
Reference assistance at the Library	___	___	___	___	___
Data Bases Subscribed to by the library	___	___	___	___	___
Results of Data Base Searches	___	___	___	___	
Timeliness in Obtaining Ordered Materials	___	___	___	___	___
Copy Machine Availability	___	___	___	___	___
Hours of Operation (Currently 8:00-4:30 PM)	___	___	___	___	

7. What library services should be improved or added to those that already exist ?

8. On what subjects do we need more books, journals, on-line materials, and documents added to the existing Library collection ?

Thank you for helping us to provide you with the library services you desire.

If you would like to add comments and ideas, please include them.
However, if you would like to speak to any member of the Library User Committee directly, please call one of the members listed on the accompanying list.

APPENDIX I

RESULTS OF 1992 LIBRARY USERS SURVEY

MASTER TOTALS
SUMMARY OF LIBRARY USER COMMITTEE SURVEY
NOVEMBER-DECEMBER 1992

Question						
		Weekly	**Twice/Mo.**	**Monthly**	**Annual**	**Never**
2	Frequency of Use	57	81	173	151	68
		Always	**Often**	**Not often**	**No**	
3	Require Assistance?	65	193	220	9	
4	Courteous Staff?	409	75	5	3	
			Yes	**No**		
5	Book Return (install & enforce)		275	203		
6	**Levels of Satisfaction**	**Very Satis.**	**Satis.**	**Not Satis.**	**N/A**	**Unaware**
6a	Books in Research Area	41	223	125	61	12
6b	Journals in Research Area	82	235	47	77	19
6c	Available Tech. Reports	88	228	34	79	30
6d	Available Abstracts, Indices	92	217	19	85	31
6e	Book Acquisition	52	224	119	38	26
6f	Journal Routing	39	151	38	111	102
6g	Reference Assistance	202	207	12	30	17
6h	Available Databases	56	199	30	69	86
6i	Database Search Results	67	185	44	108	14
6j	Timely Ordered Materials	51	218	137	45	14
6k	Copy Machine Availability	67	217	62	73	44
6l	Hours of Operation	97	298	42	15	2

Question 3. Library Assistance

Recon is easy enough to use, but much of my interaction is related to non-standard tasks, hence my need for assistance.(0153) (twice a month)

Assistance is needed to order Journals/Publications not in the library. (0153) (twice a month)

Usually just looking for a quiet place to escape and do work. (0152) (once a year)

Computerized card catalog simplifies things. Library staff originally showed me how to use this. (0153) (twice a month)

Often, I know my way around. (5230) (weekly)

Can find journals myself on at least 50% of my visits. (2650) (monthly)

Occasional help finding references and journals not available at Lewis. (5140) (monthly)

Mostly for subscription renewals (0210) (twice a month)

4.Courtesy

Staff members are very helpful. Desk clerks could use some customer service training. (0215) (twice a month)

5. Book Return

Why not? (0150) (monthly)

Most libraries do. (0210) (> twice a month)

Present system works well. (0153) (twice a month)

Library strength is in reports and articles not books. (0153) (twice a month)

No, for periodicals/Journals/Publications, because they are of an individual use. Yes, for books because others could use them for info/research. I see library books on peoples shelves untouched for years. (0153) (twice a month)

Depends-If someone requests a book that someone else has- How easy and quick is it to get it back? (0152) (once a year)

I have had to have books recalled that were checked out before 1985. (0153) (twice a month)

When a book is needed, a return is arranged. (0152) (monthly).

The person who orders a book and retains it is often most knowledgeable about it and could be used as a resource as well by one who wants to see the book if they know the name of the book holder. (5230) (once a year)

Better material acquisition service, more timely(< 1 month) (monthly)

Nothing for a blue collar worker. (7290) (never)

Obtaining articles from NASA Scan Sheets. (2650) (monthly)

Dial in CPL, CCL, CWRU, CSU---(5140) (monthly)

More copy machines, strict enforcement of book returnpolicy, timely routing of journals. (5130) (weekly)

Stay open until 6:00 two nights a week. (0120) (once a year or possibly never)

Improve turn around time on article copying, book acquisition. Improve data bases for searches esp. Science Citation Index (government base is useless). Acquire a better copying machine. Find more space for journal collection and don't microfiche. The journals are the heart of the R and D work. (0130) (weekly)

Network access to catalog system would be very nice, i.e. LIMS (6780) (once a year)

Sometimes, it seems to take a long time to receive material requested by filling out the "library literature request" forms. (6830) (monthly)

8. Updating Material

History of aeronautics and space travel, including journals. (0153) (twice a month)

Journals from all NASA centers on "Research and Technology". (0153) (twice a month)

Guess I'd better come see what you have first! How's your software references book collection? (0152) (once a year)

Optics and Photonics-Need newere material. Existing material is good but somewhat obsolete. (0153) (twice a month)

Business functions, TQM, management materials. (0215) (twice a month)

Within budget (0152) (monthly)

Thermoelectricity, Monte Carlo Simulation (0300) (monthly)

Applied mathematics, undergraduate level new textbooks in many areas. (5230) (weekly)

I don't know. (120) (twice a month)

Computer How-to-do-it manuals (soft back) (0152) (weekly)

Ceramics and ceramic matrix composites. (5130) (weekly)

Administrative areas and procurement matters also. (0120) (once a year)

Computers and related publications such as the subject of computer languages, programming techniques. (6780) (once a year)

Om responding well reasoned comments

Availability of Journals Related to your Research Area:

Subscription service has been a problem. We have not received certain journals for over a year. Not only was the library unaware of the problem, but we have been unable to get any response when we made them aware of it.

Availability of Abstracts & Indexes:

The selection of abstracting services is adequate, but when they are stored on microfiche they are virtually unusable. It is all right to archive journals that way, but not *Chem. Abstract, etc.*

Journal Routing:

The practice of routing the only copy of journals to a long list should be stopped. It makes the latest issues unavailable for long periods of time, and those at the end of the routing list see the journals months late. When it is not possible to keep a second copy in the library, it would be better to route a copy of the journal table of contents. Such a copy could be sent to everyone on the routing list simultaneously so that they would see the titles as soon as the journal is received, and the journal would be available to everyone.

Library User Committee Survey
1000 Directorate

#	ORG CODE	QUES	Comments
1	1300	5	focus on widely available material in library
1	1300	5	long term need, use local PR
2	1300	5	keep books from getting lost,not using return
2	1300	7	reading/area in basement needed
2	1300	8	mathematics
4	1310	5	dictionary, thesaurus necessary for long term
5	1310	5	rarely find current materials in lib
5	1310	8	computer, text retrieval materials
6	1310	5	insure prompt return of books
6	1310	7	A1 distribution of all services, open house
6	1310	7	What services are available
7	1320	5	call for book when needed
8	1320	7	book acquisition, arin is not easy to use
8	1320	8	numercial analysis, software engineering
9	1330	8	OSF, Xwindow system
11	1360	3	I know more than they do
11	1360	4	rude vague
11	1360	5	would save money, larger selection
11	1360	7	all services should be improved, computers used
11	1360	8	all subjects
12	1380	7	I should take a tour
12	1380	8	I should look
15	1930	7	video tapes, photos
18	1530	5	I assumed that there was a return policy
18	1530	7	more info on services offered
20	1000	7	who can use services, what are services
20	1000	8	what type of lib is it; mainly R& D
21	1540	5	people keep books indefintely
21	1540	7	more current reference material
21	1540	8	MBA material
22	1570	7	access books through lims
23	1520	7	what materials available for business, economics,commerce
23	1520	8	library needs more PR, you do not market
26	1580	7	don't know what is there, let people know services
27	1380	5	allow permanent copies by pr
27	1380	7	terrible process for ordering books, too much time
29	1730	5	books in someones office not in library
32	1530	2	hope to get over there to check it out
33	1540	8	business info? has library any??
34	1520	5	only if others have requested book
35	1720	3	Regulations not accessible/identifiable
36	1140	8	Need more variety of material(Human Resources)
38	1730	7	Do not like Journal Routing/need own copy
40	1013	5	No-un-necessary work effort
41	1012	5	Yes-would give more people more access
43	1590	7	Extended hours a few evenings per week
44	1330	7	On-line access to computer searches

45	1380	8	Variety(Parallel Processing, distributed computing)
48	1310	8	Variety (Secretarial)
49	1940	3	Not very often; look w/o assistance
49	1940	5	Yes-but own copy should be provided by Library if needed
51	1011	5	Yes-so not responsible for books when retire
53	1570	5	Yes-with long-term lending available
54	1300	5	Thought already have one
54	1300	7	Follow-up(been on waiting list 4 yrs)
54	1300	8	OAG Desktop Flight Guide-North American Ed.
55	1500	5	Yes-all available for everyone
56	1710	5	Yes-How many not returned?
56	1710	7	"I miss the days when the library took care of everything. The PR process is a pain."
62	1310	5	Know of several books not needed belong to library
62	1310	7	Better public relations: was told library for only scientists & engineers
62	1320	7	Book Return Policy
62	1320	8	Optimization & Mathematics
66	1310	3	Not very often: use reference index
66	1310	7	Current books & journals in reading room
66	1310	8	Statistics
68	1380	5	Yes-with extended loans available
69	1570	8	Procurement
71	1380	4	Not very often: clerks unfriendly/no follow-up
71	1380	5	Yes: 2-3 weeks w/fines
71	1380	7	On-line services (all) including CD-ROM on network
71	1380	8	Object-Oriented Programming; Prog Manag
73	1330	7	NOTE stating survey applied to CSD Library Second Note: "Bldg. 60 Library is 'Technologically Depressed'. They would benefit form new technology equipment & major 'process Analysis & Application Development' to support their work function.
74	1390	7	On-line/network accessible listings
74	1390	8	Computer, networking, & telecommunications

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Library Survey: Summary of Comments

Organizational Code: 2000 Compiled by Tony Powell

Total responses in this Summary of Comments: 54 *

← Responses numbered 1 through 54 *

Ques. No.	Source	Comment
3	26	data base system is terrible, so need help
3	26	library poorly organized, so need help
3	27	need help with on-line searches and classified refs
3	3	need to have class on searching for books and materials
4	26	get condescending attitude from staff
4	21	courteous, but personnel are loud in reading room
5	29	yes, it would help to have more books readily available
5	21	yes, but allow branch/office copies
5	33	yes, what you want is never there
5	34	yes, too often, books checked out and forgotten
5	15	yes, waiting to retrieve books is a roadblock to work
5	26	yes, takes too long to retrieve a book
5	25	due dates on books
5	17	no, I can request book from person who has it
5	16	no, many books are needed for months at a time
5	14	no, but library needs method of recalling books quickly
5	35	yes, frustrating to have slim chance of finding book
5	39	no, but enforce penalties when requested books not given
5	51	yes, books stay on office shelves for years
5	52	yes, books seem to disappear for various reasons
5	53	yes, in particular for some ref. books
5	12	no, system okay
5	48	no, books should be returned only if requested
5	46	would like to browse the stacks
5	41	no, likes freedom of no due date
5	44	no, projects often require books for a long time
5	45	don't know, could do more harm than good
5	46	yes, don't see how you keep track of books
5	25	yes, 1 out of 10, I can find the book I want
5	31	no, important to have books readily available in office
5	7	yes, many classic ref. books are out permanently
5	2	yes, it would help the library keep better tabs on books
5	3	yes, books are lost
5	6	no, people can be contacted if book is needed
5	5	yes, would like to have books to browse through
5	1	no, most books are not available
5	13	no, many books are extremely handy to have near by
5	19	yes, all other libraries do
5	20	no, but current system should be modified
5	11	no, would need a much bigger library
5	18	no, a book belongs in the hands of a user

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* Responses numbered 55 through 73 (pink mark) had comments recorded by Chris.

Ques. No.	Source	Comment
7	37	ability to searches at my desk using PC
7	42	orientation of users to available services
7	40	RECON not adequate (lacks for.journals & key word search)
7	35	institute a book-return policy and enforce it
7	43	speed up acquisition process
7	1	more technical books need to be purchased
7	50	a quiet reading room in main library
7	52	better data base for aeronautics and chemistry
7	47	faster acquisition of books and requested articles
7	46	on line search of literature from my desk
7	45	on line searches of IEEE and AIP journals and abstracts
7	44	speed up ordering of materials
7	38	improve speed in getting new books
7	4	expanded hours 7 - 4:30
7	19	put a copy machine upstairs
7	26	new data base system
7	13	improved timeliness in services
7	26	fluid mechanics, aerodynamics
7	10	extend hours till 5:30
7	26	more books and references
7	11	stay open till 5:30
7	14	ability to request books by e-mail
7	34	extended hours, till 6:00
7	3	book and paper search procedure
7	26	ability to request material by phone or computer
7	21	extend hours to at least 8:00 - 5:30
7	32	electronic catalog and data base search
7	32	should have 24 hour electronic access
8	51	aeropropulsion
8	3	instrumentation, flow theory
8	21	electronic/electrical properties of materials
8	53	laser doppler velocimetry
8	14	aeronautics, fluid mechanics, propulsion
8	1	aero-propulsion
8	52	AIAA microfiche is 1 and 1/2 years behind
8	52	combustion, computer modeling
8	15	general engr, basic designing, operations engr
8	45	IEEE and AIP journals and abstracts through LIMS or CD
8	19	'93 edition of Thomas Register
8	36	journals: J. Math. and J. of Rational Mech. and Anal.
8	34	design codes (ASME, ANSI, ASTM)
8	31	optics, laser speckle, optical measurement techniques
8	42	solid state physics, materials science
8	47	optics
8	42	semiconductors, applied mathematics
8	2	computers and software

7. Summary of what library services should be improved or added to those that already exist .

* - Up to date, faster copy machine needed.
  - Quality of copies from microfische is poor.
* - LIMS library request form is unforgiving to errors.
  - Publicize capability to access RECON via INTERNET.
  - Personal access to DIALOG system would be nice.
  - Should have online abstract search service from own computer network (e.g. ERBNET).
* Provide training for data base searches.
* Do not destroy old Journals.
* Essentially only one person at atime can use the movable shelves. This is unacceptable.

8. Summary of what subjects do we need more books, journals, on-line materials, and documents added to the existing Library collection ?

* OK as is.
* Spectroscopy, Heat transfer, Transonic wind tunnel testing, Ames tables, Hot-wire anemometry.

7. Summary of what library services should be improved or added to those that already exist.

- Want ability to use research funds to purchase branch copies of book/journals.
- Wants online access to abstracts & summaries
- Card Catalog on LIMS.
- Believe that office copies should be reduced/eliminated and that materials should be shared
- Increase hours to 7:00-5:30

8. Summary of what subjects do we need more books, journals, on-line materials, and documents added to the existing Library collection ?

- Liquid Atomization & Sprays
- Wants a pamphlet on Library Services (we already have one)
- Photography

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Summary of Survey Results for 4000 Directorate

2. How often do you use the library?

1) Weekly	2	
2) Twice a month	4	
3) Monthly	22	+5 = 27
4) Once a year	17	+4 21
5) Never	3	
6) 2-6 times per year	9	

3. Do you require assistance?

1) Always	9
2) Often	25
3) Not very often	21
4) Not at all	1

COMMENTS

a) Sometimes I know what I'm doing
b) Sometimes I find books, journals myself
c) Only when I need help finding something
d) If I'm looking for a similar item as last time, I don't need to ask
e) I can locate periodicals and texts myself, but ask for help on RECON
f) If I can find the information from the PC, I do it myself
g) ARIN is very comprehensive and stack location of materials is not complicated
h) Usually use computer search for information
i) I look for information myself, if I can't find it I ask for assistance
j) Usually to locate and order publications not in the library
k) I usually call to order what I want
l) I can never find what I'm looking for, I'm familiar with the library layout

4. Are you treated courteously?

1) Always	48
2) Often	7
3) Not very often	0
4) Not at all	0

COMMENTS

a) Librarian helped me order a book
b) I only used the library once
c) I find that the staff goes out of its way to explore all options in my search for info.
d) Especially when I have showered recently

e) They always look busy, I'm afraid to ask for help
f) Once I asked for a Space Station Freedom spec and was jerked around. I had to call SSF directorate to find out how to get the spec
g) They are very helpful

5. Do you think there should be a book return policy?

1) Yes	28
2) No	29
3) Maybe	1

COMMENTS
a) Y - We probably have a lot of duplicate books collecting dust
b) Y - In order for someone else to use the book they need
c) Y - If a book is held beyond its due date, the person should be 'blocked' from further library privileges until it is resolved. If necessary, the person's branch should be 'blocked'
d) Y - Its easier to select a good reference book when you can page through it. It should be much longer than public libraries, like one month, with no limit on renewals
e) N - But there should be a better way to get call backs more quickly. Those who lost books should replace them
f) Y - At least encourage people to return books they aren't using
g) Y - Too many books end up decorating someone's personal book shelves when the books could be utilized by someone else
h) Y - People take advantage and don't return library property which effects others and more NASA money will have to be spent to replace the books
i) Y - Should be a return policy unless books really are being used
j) Y - Some people forget they ever had the books - what good is a library if you never have access to the materials
k) Y - New books are always in demand, but 'branch copies' should be purchased by the branch leaving the library copies free to circulate
l) N - But books that people keep should be available on demand
m) N - as long as required books can be acquired in a timely manner
n) Y/N - Yes, I borrow a book and sometimes someone borrows it from me and I lose track of it. A return policy would be a good reminder to return the book. I suggest a 1 month loan with the option to extend once for another month. No, book return policy should not include 'branch loan' books. I have 53 books charged to me for branch use. These books must be on hand for reference.
o) N - They just call the person who has the book, otherwise the person who has the book should be able to keep it as long as they need it. Projects go on for years and sometimes you need a particular reference for that long.
p) N - In some cases book should be returned so they can be used by others

q) N - If another person needs a book that is checked out, send the person a note to return it. Although, books tend to sit on desks, bookcases for long periods of time

r) Y - More than half of the resources I could use are usually on loan

s) N - In my experience, getting books that are on loan to other people does not take that long. I have no problem returning books that others need. Perhaps a reminder to people that have had books for a long time in case they have forgotten about them

t) N - only if someone else requests the book

u) Maybe - Based on number of requests for a specific book

v) Y - Most books that are worth checking out are not in the library. It can take many days to locate a copy which is probably on a shelf somewhere. This is unnecessary. 1 month is an adequate time to check out a book, of course it may be renewed, but at least some thought must be taken.

w) Y - I use the library to look at a subject and see what is in the books. I don't always know what I'm looking for, but I think most good books are not there.

x) Y - If someone needs a book checked out by someone else, it should be relatively simple and quick to get the book back.

y) N - I have only heard people say that it is nice not to have to return the book. I have never heard any complaints about books not being available.

z) Y - Sometimes you need a book that someone else has had for 10 years and then they can't find it.

aa) Y - There have been times when I have requested a book that someone couldn't find because they had it so long.

bb) N - Current situation is acceptable as long as records of who has books are correct. The only policy may be needed for a person who wants a book and the person who has it isn't willing to give it up.

cc) N - It's not worth the hassle for a $50 book

dd) Y/N - Books in high demand should have a return policy, others are available within a short amount of time.

ee) Y - If you require a book full-time, you should acquire a branch copy.

ff) N - However, literature not on shelf and not retrievable should be replaced.

gg) N - If all copies of a book are checked out, they make an effort to see who has them and return them if they are done with it. I have always been able to borrow what I need.

6. Satisfaction level

	Very	Satisfied	Not	N/A	Unaware
Availability of books	9	31	8	4	0
Availability of journals	8	31	2	7	3
Availability of TMs	15	25	3	6	2
Availability of abstracts and indexes	15	27	0	5	2
Book acquisition	5	34	8	3	1
Journal routing	3	17	2	14	13
Reference assistance	22	26	1	3	1
Data bases	4	25	2	4	12
Results of DB searches	8	27	3	7	
Timeliness in obtaining ordered materials	3	33	8	2	2
Copy machine availability	9	27	5	9	3
Hours of operation	10	39	1	1	

7. What library services should be added or improved?

- A way to search the on-line catalog from my PC (through LIMS?)
- Can't think of any at this time
- All library personnel should know names and telephone numbers of other sources at LeRC such as SSF specs
- The time it takes to receive ordered materials often is not in sufficient time to be applicable
- More timely receipt of ordered books and specs
- Display counter and promotion of new books
- More space to improve collections
- More books, more space, make it look like a library, not a warehouse
- You can never have too many books
- Besides library parking, easier book referencing
- Computer (LIMS) access. Allow me to search through card files from my desk

- Get books quicker
- I get the feeling that I need to know exactly what I want before I get to the library. I would like training and access to the databases so I can do searches myself. Maybe databases and catalogues could be put on LIMS.
- Expand databases
- Can we get branch copies of magazines?
- Maintain historical documents, the foundation of newer technical disciplines
- Add new books to electronic bulletin board as they do at HQ on NASA-MAIL
- On-line computer menus similar to what the cuyahoga branch has
- Need more sitting and working space
- Training on RECON
- Provide a new book list in various categories
- Provide list of who ordered each book, they may be an expert in an area

8. On what subjects do we need more resources?

- Materials
- MIL, Fed, ASTM, NAS, AMS, etc. specifications
- Human, Business
- Standards, catalogues, classical engineering reference books, materials
- Structural dynamics, acoustics
- ASCE journals
- Management references
- Spacecraft
- Incompressible fluid flow through small annular regions
- Branch magazine subscriptions
- Electronic engineering: Surface mount technology, semi-conductor devices, battery technology break-throughs
- Instrumentation, optics, imaging systems
- Modern texts on electronics, electrical engineering, electronic power converters, power supply design

7. Summary of what library services should be improved or added to those that already exist .

ORDERING OF BR COPIES – TOO LONG WAIT
DOING FINE
1-2 MONTH ORDER TIME IF POSSIBLE
NEW + FASTER COPY MACH.
JOURNAL ROUTING TOO LONG
CLOSE @ 6:00
ADDITIONS TO MICROFIS. JOURNALS
SEARCHES LIKE THAT OF CCPL.
COMPREHENSIVE DATA BASE SEARCHES
BETTER LIMS. ACCESS TO RETURN
7:00 – 5:00 HOURS
ARCS. FILL PROCESS TOO SLOW
PUT A COPIER ON 1ST FLOOR
BRING SEARCH DATABASE UP-TO-DATE
+ PROCEDURES

8. Summary of what subjects do we need more books, journals, on-line materials, and documents added to the existing Library collection ?

NEED CURRENT TEXTS
SUPERCOND, ELECTRONICS, ELECTRO-OPTICS
A DIFFICULT QUESTION
MORE TEXT BOOKS
2 WKS TOO SHORT TO HAVE BOOK IF RETAIN POLICY
MOLECULAR PHYS + SPECTROSCOPY
COMMUNICATIONS
MICROWAVE RELATED JOURNALS
CRYOGENICS

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7. Summary of what library services should be improved or added to those that already exist .

EXTEND HRS 7:00-6:00 OR JUST LEAVE LIB. UNLOCKED
QUICKER ACQUIS. OF BOOKS.
A CLEAR PROCESS OF WHO PAYS FOR BRANCH SUBSCRIP OF JOURNALS & MAGS.
DIRECT [illegible] TO PUBS WHO STOCK JOURNALS THAT LaRC DOESN'T HAVE.
UP-TO-DATE SHUTTLE SPECS.
A HIGH LEVEL OF SERVICE ALREADY IN PLACE'
IMPROVE ILL - [illegible] [illegible] TO [illegible] CARRY BOOKS
MORE CURRENT TEXB

8. Summary of what subjects do we need more books, journals, on-line materials, and documents added to the existing Library collection ?

CURRENT VERSIONS OF CCITT & CCIR
" " " ANSI T1 STANDARDS
FLUID MECH & HEAT XFER
SPACE SCI.
DOD PUBLICS.

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LIBRARY USER SURVEY

Question 5. Do you think that the library should install and enforce a book return policy?
1) Yes 2) No

Please feel free to explain:

Org. Code: 7010/No, anytime I needed a book that was out they were able to get it back in a few days.

7022/Yes, your books shouldn't be kept forever by anyone.

7022/Yes, it could, however, be an extended loan period, ie., 30 days or even 60 days.

7025/Yes, because books or other material are taken out with no due date, and this information maybe needed by someone else.

7025/No, most of the books maybe of specific interest to the one who checks them out.

7230/No, usually it has been my experience that the books are used as references in the shops that they go to. If books are returned, a method would have to be installed to buy books for the shops.

7250/No, these books are used for work, I should be allowed to keep until I retire, or until I have no use. I would like to spend more time but, don't have the time to look around.

7260/Yes, the book I would like to view are usually not in the library. Only the old out dated ones. Test books (used at local colleges) are not available. Special order books are kept by individuals for years.

7280/Yes & No, I say this because sometimes a person may need more time with a book than normal.

7280/Yes & No, if the library has the name and contact point of user and if a request comes in for specific book you should enforce book return! If you acquired a book during your career and it is not needed by others why enforce?

7280/Yes, why not?

7301/Yes, only publications that are in demand.

If publications is in demand it should have a limitive borrowing time.

7303/Yes, they need to keep more accurate records of returned books when used for schooling (long periods of use) I returned a book after a 6 week course of school and 2 years later they could not find it, even though it was returned after the class!

7310/Yes, this should improve availability of material and minimize loss due to office moves or retirements.

7320/No, as long the book can be found and provided in a timely matter.

7320/Yes, books should be loaned for specific period of time. Then they should be returned or renewed.

7370/Yes, people keep library books in their offices and never use them - so no one else may use them because they are not available.

7399/Yes, if a problem is indicated by past results.

7400/Yes, because some people keep them until they retire. Then can't find some of them.

7440/No, on rare occasion when the book I needed was out, the library was able to recall it for me.

7600/No, it's already in place.

7601/No opinion, never been a problem for me.

7620/No, for material ordered for a specific person/group.
Yes, for material maintained for general use.

7620/No, usually able to get material needed in a short time.

7630/No, I've had good luck getting books quickly from other users.

Question 7. What library services should be improved or added to those that already exist?

Org. Code: 7025/Another more modern copier would be nice.

magazines, it takes months to find out if they will be able to be ordered. Very slow response time.

7601/Renewal subscriptions should be paid promptly so users don't continue to receive notices.

7620/We work with ANSI & IEEE standards regularly and the availability of these is very poor.

7620/Availability to "Take-out" some material.

7620/Return mail address should be added to circulation slip. Consideration should be given to making all library database available over LIMS.

7630/Improve timeliness in obtaining ordered materials. Requests marked "Urgent" still take months.

7630/Weekly news or magazines

Question 8. On what subjects do we need more books, journals, on-line materials, and documents added to the existing Library collection?

Org. Code: 7010/Changes with Mission of the Center

7022/Many fo the Environmental Reference books are a bit outdated. An updated collection would be helpful, although not entirely necessary.

7200/Technical

7230/Manager techniques and periodicals for supervisors on the lab.

7250/Most subjects are there, the updating of all material is needed.

7250/Mechanical Trades

7250/Mechanical Work

7260/Periodicals, Electronic related (industry constantly changing), and computer related (industry constantly changing)

7303/General Engineering Principals Tech briefs

7320/Management, multicultualism, institutional subjects (ie., preventive, predictive maintenance, operations, etc.)

7025/More space for reading in the library. Another copier should be located on the 1st floor.

7200/Runs very well.

7230/Computerization of materials available to user.

7230/Change hours from 7:30 to 4:30.

7250/Update as much material as possible you can't do 1992 Research on 1982 Books.

7250/I would attend a technicians orientation on how the library can be utilized technical trades people (specifically).

7250/Allow us to use our modems at home to look through the catalog. I am a mechanic and I am curious, I have more time at home.

7260/Limit, enforce, and institute realistic book return policy similar to public and college libraries.

7280/Bookmobile

7303/More subject matter for hobbies such as: Model Railroading, Planes, Model Cars, etc.

7320/What you offer is O.K.

7370/Services are fine.

7390/Computer Software references.

7399/Extend hours for second shift. (5:30 p.m.?)

7399/I have no knowledge of the library whatsoever. Are contractors able to use the library? Would the library be of any assistance to the operators in the NASA FOD - do you carry any information of a technical nature that would be helpful to electrical, mechanical, supervisory, etc. Where can I direct my questions to for this information?

7440/Can the library be set up for use similar to a public library for personal withdrawals not related to our research? Is LeRC a part of the area inter-library loan network?

7600/Several people I know of when ordering

7330/Updated COOES, ANSI, & ASME

7399/Not sure at this time.

7600/Hypersonics

7601/O.K. now

7630/Financial, economic and new products

7. Summary of what library services should be improved or added to those that already exist .

1) Get as much info as possible available electronically
2) Library should subscribe to more journals/mags. for specific tech fields
3) Allow personal sign-out so person can keep book
4) Timliness in obtaining ordered material
5) More info on what library has / how it can help me do my job.
6) clear guidelines on ordering mag. subscriptions – who pays / who approves
7) Replace books, journals, etc that were lost/destroyed in fire
8) Improve book return policy
9). Purchase / route subscriptions to tech. magazines
0) Expand book stacks in terms of numbers of volumes
1) Don't like policy of hand-carrying borrowed material – it's very costly to have "higher paid researchers" transporting books. A courier should be used.

8. Summary of what subjects do we need more books, journals, on-line materials, and documents added to the existing Library collection ?

- Neural Networks
- Parallel Computing
- Computer Algorithms
- S/W Engineering
- S/W Proj. Mgmt
- Data Acquisition related to PCs
- Ada
- Systems Engrg
- Finite element analysis
- Electronic component references.
- Engrg mechanics + computational methods
- Document Imaging Technology
- Space Power generation, characteristics
- Reference books on physical/thermal properties of not-so-common engineering mat'ls of categories: 1) Metals 2) Ceramics 3) Plastics
- Need more modern books in science + math area (astronomy, chemistry, math, etc. your books are outdated, but journals make up for it
- subjects related to coursework (undergrad/grad) for classes taken at Lew.
- Publish list of subj. areas library covers, or list of "new" publications received.

- Tell us what you have
- Become more aware of LeRC's special projects + let people on these projects participate in book selection

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7. Summary of what library services should be improved or added to those that already exist .

"Access to catalog from LIMS."

8. Summary of what subjects do we need more books, journals, on-line materials, and documents added to the existing Library collection ?

"We have enough books, but they're out in people's offices."

APPENDIX J

DOCUMENTS RE: REVISION OF CIRCULAR A-76

- Pub. Law No. 106-398
- *Federal Register*, Vol. 66, No. 100, p. 28494-28495
- *Federal Register*, Vol. 66, No. 100, p. 19786-19787

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The United States General Accounting Office

Commercial Activities Panel

This page was last revised December 1, 2000

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Pub. L. No. 106-398

Floyd D. Spence National Defense Authorization Act for Fiscal Year 2001

SEC. 832. STUDY OF POLICIES AND PROCEDURES FOR TRANSFER OF COMMERCIAL ACTIVITIES.

(a) GAO-CONVENED PANEL- The Comptroller General shall convene a panel of experts to study the policies and procedures governing the transfer of commercial activities for the Federal Government from Government personnel to a Federal contractor, including--

1. procedures for determining whether functions should continue to be performed by Government personnel;
2. procedures for comparing the costs of performance of functions by Government personnel and the costs of performance of such functions by Federal contractors;
3. implementation by the Department of Defense of the Federal Activities Inventory Reform Act of 1998 (Public Law 105-270; 31 U.S.C. 501 note); and
4. procedures of the Department of Defense for public-private competitions pursuant to the Office of Management and Budget Circular A-76.

(b) COMPOSITION OF PANEL- (1) The Comptroller General shall appoint highly qualified and knowledgeable persons to serve on the panel and shall ensure that the following entities receive fair representation on the panel:

(A) The Department of Defense.

(B) Persons in private industry.

(C) Federal labor organizations.

(D) The Office of Management and Budget.

(2) For the purposes of the requirement for fair representation under paragraph (1), persons serving on the panel under subparagraph (C) of that paragraph shall not be counted as persons serving on the panel under subparagraph (A), (B), or (D) of that paragraph.

(c) CHAIRMAN- The Comptroller General, or an individual within the General Accounting Office designated by the Comptroller General, shall be the chairman of the panel.

(d) PARTICIPATION BY OTHER INTERESTED PARTIES- The chairman shall ensure that all interested parties, including individuals who are not represented on the panel who are officers or employees of the United States, persons in private industry, or representatives of Federal labor organizations, have the opportunity to submit information and views on the matters being studied by the panel.

(e) INFORMATION FROM AGENCIES- The panel may request directly from any department or agency of the United States any information that the panel considers necessary to carry out a meaningful study of the policies and procedures described in subsection (a), including the Office of Management and Budget Circular A-76 process. To the extent consistent with applicable laws and regulations, the head of such department or agency shall furnish the requested information to the panel.

(f) REPORT- Not later than May 1, 2002, the Comptroller General shall submit the report of the panel on the results of the study to Congress, including recommended changes with respect to implementation of policies and enactment of legislation.

(g) DEFINITION- In this section, the term `Federal labor organization' has the meaning given the term `labor organization' in section 7103(a)(4) of title 5, United States Code.

Accountability ★ Integrity ★ Reliability

Section 8 of the Fair Credit and Charge Card Disclosure Act of 1998 (15 U.S.C. 1637 note); * * *". Upon reinstatement, this report will collect data on credit card pricing and availability from a sample of at least 150 financial institutions that offer credit cards. The information will be reported to the Congress and made available to the public in order to promote competition within the industry.

3. *Report title:* Annual Report on Status of Disposition of Assets Acquired in Satisfaction of Debts Previously Contracted.

Agency form number: FR 4006.

OMB control number: 7100–0129.

Frequency: Annual.

Reporters: Banking holding companies.

Annual reporting hours: 3,000 hours.

Estimated average hours per response: 5 hours.

Number of respondents: 600.

Small businesses are affected.

General description of report: This information collection is required (12 U.S.C. 1842(a) and 1843(c)(2)) and may be given confidential treatment upon request (5 U.S.C. 552(b)(4)).

Abstract: Bank holding companies that have acquired assets or shares through foreclosure in the ordinary course of collecting a debt previously contracted (DPC) are required to submit the report annually for assets or shares that have been held beyond two years from the acquisition date. The report does not have a required format; bank holding companies submit the information in a letter. The letter contains information on the progress made to dispose of such assets or shares and also requests permission for a one-year extension to hold them, as applicable. The Federal Reserve may grant requests for up to three one-year extensions. This report is required pursuant to the Board's authority under the Bank Holding Company Act and Regulation Y. The Federal Reserve uses the information to fulfill its statutory obligation to supervise bank holding companies.

4. *Report title:* Notice of Branch Closure.

Agency form number: FR 4031.

OMB control number: 7100–0264.

Frequency: on occasion.

Reporters: state member banks.

Annual reporting hours: 783 hours.

Estimated average hours per response: 2 hours for reporting requirements; 1 hour for disclosure requirements; 8 hours for recordkeeping requirements.

Number of respondents: 226.

Small businesses are affected.

General description of report: This information collection is mandatory (12 U.S.C. 1831r–1(a)(1)) and may be given confidential treatment upon request (5 U.S.C. 552(b)(4)).

Abstract: These reporting, recordkeeping, and disclosure requirements regarding the closing of any branch of an insured depository institution are imposed by section 228 of the Federal Deposit Insurance Corporation Improvement Act of 1991 (FDICIA). There is no reporting form associated with the reporting portion of this information collection; state member banks notify the Federal Reserve by letter prior to closing a branch. The Federal Reserve uses the information to fulfill its statutory obligation to supervise state member banks.

Board of Governors of the Federal Reserve System, May 17, 2001.

Jennifer J. Johnson,

Secretary of the Board.

[FR Doc. 01–12971 Filed 5–22–01; 8:45 am]

BILLING CODE 6210–01–P

FEDERAL RESERVE SYSTEM

Formations of, Acquisitions by, and Mergers of Bank Holding Companies

The companies listed in this notice have applied to the Board for approval, pursuant to the Bank Holding Company Act of 1956 (12 U.S.C. 1841 *et seq.*) (BHC Act), Regulation Y (12 CFR part 225), and all other applicable statutes and regulations to become a bank holding company and/or to acquire the assets or the ownership of, control of, or the power to vote shares of a bank or bank holding company and all of the banks and nonbanking companies owned by the bank holding company, including the companies listed below.

The applications listed below, as well as other related filings required by the Board, are available for immediate inspection at the Federal Reserve Bank indicated. The application also will be available for inspection at the offices of the Board of Governors. Interested persons may express their views in writing on the standards enumerated in the BHC Act (12 U.S.C. 1842(c)). If the proposal also involves the acquisition of a nonbanking company, the review also includes whether the acquisition of the nonbanking company complies with the standards in section 4 of the BHC Act (12 U.S.C. 1843). Unless otherwise noted, nonbanking activities will be conducted throughout the United States. Additional information on all bank holding companies may be obtained from the National Information Center website at www.ffiec.gov/nic/.

Unless otherwise noted, comments regarding each of these applications must be received at the Reserve Bank indicated or the offices of the Board of Governors not later than June 15, 2001.

A. Federal Reserve Bank of Chicago (Phillip Jackson, Applications Officer) 230 South LaSalle Street, Chicago, Illinois 60690–1414:

1. *Bank of Montreal,* Toronto, Ontario, Canada, and Bankmont Financial Corp., Chicago, Illinois; to merge with First National Bancorp, Inc., Joliet, Illinois, and thereby indirectly acquire voting shares of First National Bank of Joliet, Joliet, Illinois.

2. *Harris Joliet Bankcorp, Inc.,* Chicago, Illinois; to become a bank holding company by acquiring 100 percent of the voting shares of First National Bancorp, Inc., Joliet, Illinois, and thereby indirectly acquire voting shares of First National Bank of Joliet, Joliet, Illinois.

B. Federal Reserve Bank of Dallas (W. Arthur Tribble, Vice President) 2200 North Pearl Street, Dallas, Texas 75201–2272:

1. *Bank of DeSoto, N.A., Employee Stock Ownership Trust,* DeSoto, Texas; to acquire 38.43 percent of the voting shares of D Bancorp, Inc., DeSoto, Texas, and thereby indirectly acquire voting shares of Bank of DeSoto, N.A., DeSoto, Texas.

Board of Governors of the Federal Reserve System, May 17, 2001.

Robert deV. Frierson,

Associate Secretary of the Board.

[FR Doc. 01–12969 Filed 5–22–01; 8:45 am]

BILLING CODE 6210–01–S

GENERAL ACCOUNTING OFFICE

Commercial Activities Panel

AGENCY: General Accounting Office.

ACTION: Notice of public hearing.

SUMMARY: Section 832 of the National Defense Authorization Act for Fiscal Year 2001 requires the Comptroller General of the United States to convene a panel of experts to study the transfer of commercial activities currently performed by government employees to federal contractors, a procedure commonly known as "contracting out" or "outsourcing." This notice announces the first of three public hearings to be held by the Commercial Activities Panel ("the Panel"). For the first hearing, the Panel is interested in hearing views on the principles and policies that should govern decisions concerning whether particular functions should be performed by the public sector or the private sector.

DATES: The Commercial Activities Panel will hold a public hearing on June 11, 2001, beginning at 9:00 a.m. in the Walsh-Reckord Hall of States at One Massachusetts Avenue, Washington, DC. Individuals or groups that wish to attend or participate in the hearing should notify the Panel and submit written summaries of their statements by June 4, 2001.

ADDRESSES: Submit requests to attend or participate in the hearing, written summaries of oral statements, and any other relevant materials via E-mail to *A76panel@gao.gov* or to the General Accounting Office, Office of the General Counsel, Room 7476, 441 G St., NW, Washington, DC 20548. See **SUPPLEMENTARY INFORMATION** for other information about electronic filing.

FOR FURTHER INFORMATION CONTACT: William T. Woods, Project Director, (202) 512–8214; E-mail: *woodsw@gao.gov*

SUPPLEMENTARY INFORMATION: Section 832 of the Floyd D. Spence National Defense Authorization Act for Fiscal Year 2001, Public Law 106–398, Oct. 30, 2000, directs the Comptroller General of the United States to convene a panel of experts to study the policies and procedures governing the transfer of commercial activities for the federal government from government personnel to a federal contractor. The Panel's study is to include a review of: (1) procedures for determining whether functions should continue to be performed by government personnel; (2) procedures for comparing the costs of performing functions by government personnel with the costs of performing those functions by federal contractors; (3) implementation by the Department of Defense of the Federal Activities Inventory Reform (FAIR) Act of 1998 (Pub. L. 105–270, 112 Stat. 2382, 31 U.S.C. 501 note); and (4) procedures of the Department of Defense for public-private competitions under Office of Management and Budget (OMB) Circular A–76. Formation of the Panel was announced in the **Federal Register** on April 17, 2001 (66 FR 19786). By May 1, 2002, the Comptroller General must submit to Congress a report of the Panel on the results of the study, including recommended changes with regard to implementing policies and enactment of legislation.

During the course of its work, the Panel will hold several public hearings. Interested parties are invited to attend these hearings to provide their perspectives on sourcing issues. The first public hearing will be held on June 11, 2001, in the Walsh-Reckord Hall of States at One Massachusetts Avenue, NW, Washington, DC. The hearing will begin at 9:00 a.m. The focus of this first hearing will be the principles and policies underlying outsourcing. Specifically, the Panel is interested in hearing views on the principles and policies that should govern decisions concerning whether particular functions should be performed by the public sector or by the private sector. Future hearings will focus on other aspects of outsourcing.

Any party who would like to attend the hearing or make a presentation should contact William T. Woods at (202) 512–8214 or *woodsw@gao.gov*. Those who wish to make presentations at the hearing should submit written summaries of their oral statements via E-mail or regular mail as indicated in the **ADDRESSES** section by 5:30 p.m. on June 4, 2001. The Panel will attempt to accommodate all interested parties who respond before the deadline. Each presenter will have 3 to 5 minutes to make an oral statement at the hearing. Interested parties who would like to make electronic presentations during the hearing must indicate their desire to do so by the June 4 deadline. More detailed guidance on hearing procedures will be provided to presenters by E-mail in advance of the hearing. Any interested party may submit full statements for inclusion in the hearing record by 5:30 p.m. on June 15. The hearing will be transcribed.

Two additional hearings currently are planned outside of Washington, DC. A public hearing will be held in Indianapolis, Indiana, on August 8, 2001, which will focus on alternatives to the public/private competitions conducted pursuant to OMB Circular A–76. Another public hearing will be held in San Antonio, Texas, on August 15, 2001, and will address current processes under OMB Circular A–76 and the FAIR Act. Further information, including the exact locations and times of these hearings, will be announced in a later **Federal Register** notice. In addition, a notice was issued on March 23, 2001 (66 FR 16245), seeking submission of public comments identifying significant sourcing issues, as well as references to or copies of written materials related to these issues. The Panel will continue to consider all such information received at any time.

Electronic Access and Filing

This notice is available on GAO's website at *http://www.gao.gov* under "Commercial Activities Panel." Requests to participate in the hearing, electronic presentations, written summaries of oral statements, full statements, and other submissions regarding outsourcing issues may be sent via E-mail to *A76panel@gao.gov*.

Dated: May 18, 2001.

Jack L. Brock, Jr.,

Managing Director, Acquisition and Sourcing Management, General Accounting Office.

[FR Doc. 01–13051 Filed 5–22–01; 8:45 am]

BILLING CODE 1610–02–P

DEPARTMENT OF HEALTH AND HUMAN SERVICES

GENERAL SERVICES ADMINISTRATION

Guidelines for Public Access Defibrillation Programs in Federal Facilities

AGENCY: Office of Public Health and Science, Office of the Secretary, HHS and Office of Governmentwide Policy, GSA.

ACTION: Notice of availability of guidelines.

SUMMARY: The Department of Health and Human Services (HHS) and the General Services Administration (GSA) have worked collaboratively to develop the following guidelines, entitled "Guidelines for Public Access Defibrillation Programs in Federal Facilities." Theses guidelines were prepared, in part, in response to a May 19, 2000, Presidential Memorandum pertaining to the establishment of guidelines for the placement of automated external defibrillators (AEDs) in Federal buildings.

In addition, the Department of Health and Human Services is publishing this notice pursuant to section 7 of the Healthcare Research and Quality Act of 1999, Public Law 106–129, 42 U.S.C. 241 note, and section 247 of the Public Health Service Act, 42 U.S.C. 238p (as added by section 403 of the Public Health Improvement Act, Public Law 106–505).

The guidelines provide a general framework for initiating a design process for public access defibrillation (PAD) programs in Federal facilities and provide basic information to familiarize facilities leadership with the essential elements of a PAD program. The guidelines are not intended to exhaustively address or cover all aspects of AED or PAD programs. They are aimed at outlining the key elements of a PAD program so that facility-specific, detailed plans and programs can be developed in an informed manner.

FOR FURTHER INFORMATION CONTACT: Stanley C. Langfeld, Director, Real Property Policy Division (MPR), Room 6210, General Services Administration,

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decision concerning the hiring or retention of an employee, the issuance of a security clearance, the issuance of a contract, grant or other benefit, to the extent that the information is relevant and necessary to the requesting agency's decision on the matter.

i. By the National Archives and Records Administration in connection with records management inspections and its role as Archivist.

j. To disclose to contractors, grantees or volunteers performing or working on a contract, service, grant, cooperative agreement, or job for the Board.

DISCLOSURE TO CONSUMER REPORTING AGENCIES:

Not applicable.

POLICIES AND PRACTICES FOR STORING, RETRIEVING, ACCESSING, RETAINING, AND DISPOSING OF RECORDS IN THE SYSTEM:

STORAGE:

Records are maintained in paper and electronic format.

RETRIEVABILITY:

Electronically-stored information may be retrieved based on name, address, telephone numbers, and other identifying information.

SAFEGUARDS:

Only employees in the Protective Services Unit will be able to access the information, and only a limited number of those employees will be authorized to enter data into the automated system.

RETENTION AND DISPOSAL:

All judicial case records are retained for a period of 30 years. All other protective intelligence case records, including protective surveys and non-judicial protective intelligence cases are routinely retained for a period of five years.

SYSTEM MANAGER(S) AND ADDRESS:

Robert Agnew, Board of Governors of the Federal Reserve System, 20th and Constitution Avenue, NW., Washington, DC 20551.

NOTIFICATION PROCEDURE:

Inquiries should be sent to the Secretary of the Board, Board of Governors of the Federal Reserve System, 20th and Constitution Avenue, NW., Washington, DC 20551. The request should contain the individual's name, date of birth, Social Security number, identification number (if known), approximate date of record, and type of position.

RECORD ACCESS PROCEDURES:

Same as "Notification procedure" above.

CONTESTING RECORD PROCEDURES:

Same as "Notification procedure" above.

RECORD SOURCE CATEGORIES:

This information is exempt pursuant to 5 U.S.C. 552a(k)(2).

SYSTEMS EXEMPTED FROM CERTAIN PROVISIONS OF THE ACT:

This system is exempt from 5 U.S.C. 552a(c)(3), (d), (e)(1), (e)(4)(G), (e)(4)(H), (e)(4)(I), and (f) of the Privacy Act pursuant to 5 U.S.C. 552a(k)(2).

By order of the Board of Governors of the Federal Reserve System, April 11, 2001.

Jennifer J. Johnson,

Secretary of the Board.

[FR Doc. 01–9433 Filed 4–16–01; 8:45 am]

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GENERAL ACCOUNTING OFFICE

Commercial Activities Panel

AGENCY: General Accounting Office.

ACTION: Notice.

SUMMARY: Section 832 of the National Defense Authorization Act for Fiscal Year 2001 requires the Comptroller General of the United States to convene a panel of experts to study the transfer of commercial activities currently performed by government employees to federal contractors, a procedure commonly known as "contracting out" or "outsourcing." Selection of panel members has been completed and this notice announces the composition of the panel. The authorization act requires the Comptroller General to submit the panel's report to Congress by May 1, 2002.

FOR FURTHER INFORMATION CONTACT: William T. Woods, Project Director, (202) 512–8214; E-mail: *woodsw@gao.gov.*

SUPPLEMENTARY INFORMATION: Section 832 of the Floyd D. Spence National Defense Authorization Act for Fiscal Year 2001, Public Law 106–398, Oct. 30, 2000, directs the Comptroller General of the United States to convene a panel of experts to study the policies and procedures governing the transfer of commercial activities for the federal government from government personnel to a federal contractor. The panel's study is to include a review of: (1) Procedures for determining whether functions should continue to be performed by government personnel; (2) procedures for comparing the costs of performing functions by government personnel with the costs of performing those functions by federal contractors; (3) implementation by the Department of Defense of the Federal Activities Inventory Reform Act of 1998 (Pub. L. 105–270, 112 Stat. 2382, 31 U.S.C. 501 note); and (4) procedures of the Department of Defense for public-private competitions under Office of Management and Budget Circular A–76. By May 1, 2002, the Comptroller General must submit to Congress a report of the panel on the results of the study, including recommended changes with regard to implementing policies and enactment of legislation.

The Act requires the Comptroller General or a person within GAO designated by him to serve as the panel's chairman. The Comptroller General must appoint highly qualified and knowledgeable persons to serve on the panel and must ensure that the following entities receive fair representation on the panel: (1) The Department of Defense, (2) persons in private industry, (3) federal labor organizations, and (4) the Office of Management and Budget.

During the initial stages of forming a panel to conduct this study, the General Accounting Office issued a **Federal Register** notice on December 1, 2000, 65 FR 75288, inviting the public to submit suggestions on the composition of the panel. In this notice, GAO invited interested parties to submit suggestions on who should serve on the panel, specific agencies and organizations that should be represented, and the qualifications of panel members. In response to the notice, the GAO received a variety of comments on the composition of the panel, as well as numerous nominations of individuals to serve on the panel. Specifically, the GAO received nominations of 44 individuals, including representatives from the private sector, federal labor organizations, industry groups, research organizations, interest groups, and contractors. The Comptroller General considered all of the comments and nominations and has appointed the following individuals to serve on the Commercial Activities Panel:

- David M. Walker, Chairman, Comptroller General of the United States
- Dr. Frank A. Camm, Senior Economist, RAND
- Mark Filteau, President, Johnson Controls World Services
- Stephen Goldsmith, former Mayor of Indianapolis, Indiana
- Bobby L. Harnage Sr., National President, American Federation of Government Employees
- Colleen M. Kelley, National President, National Treasury Employees Union

- Sean O'Keefe, Deputy Director, Office of Management and Budget
- Senator David Pryor (retired), Director, Institute of Politics, Harvard University
- Stan Z. Soloway, President, Professional Services Council
- Robert M. Tobias, Distinguished Adjunct Professor, and Director of the Institute for the Study of Public Policy Implementation, American University
- Director, Office of Personnel Management
- Department of Defense representative (to be designated at a later date)

During the course of its work, the panel will hold several public hearings. Interested parties are encouraged to attend these hearings to provide their perspective on outsourcing issues. The schedules for these hearings will be announced in a later **Federal Register** notice. In addition, the GAO issued a notice on March 23, 2001, 66 FR 16245, seeking submission of comments identifying significant sourcing issues, as well as references to or copies of written materials related to these issues. Although it would be most useful to receive responses by May 7, 2001, comments received at any time will be considered.

Dated: April 12, 2001.

David M. Walker,

Comptroller General of the United States.

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DEPARTMENT OF HEALTH AND HUMAN SERVICES

Centers for Disease Control and Prevention

[60 Day-01-30]

Proposed Data Collections Submitted for Public Comment and Recommendations

In compliance with the requirement of Section 3506(c)(2)(A) of the Paperwork Reduction Act of 1995 for opportunity for public comment on proposed data collection projects, the Centers for Disease Control and Prevention (CDC) will publish periodic summaries of proposed projects. To request more information on the proposed projects or to obtain a copy of the data collection plans and instruments, call the CDC Reports Clearance Officer on (404) 639-7090.

Comments are invited on: (a) Whether the proposed collection of information is necessary for the proper performance of the functions of the agency, including whether the information shall have practical utility; (b) the accuracy of the agency's estimate of the burden of the proposed collection of information; (c) ways to enhance the quality, utility, and clarity of the information to be collected; and (d) ways to minimize the burden of the collection of information on respondents, including through the use of automated collection techniques or other forms of information technology. Send comments to Anne O'Connor, CDC Assistant Reports Clearance Officer, 1600 Clifton Road, MS-D24, Atlanta, GA 30333. Written comments should be received within 60 days of this notice.

Proposed Project: Gonococcal Isolate Surveillance Project (GISP) (0920-0307)—Extension—The National Center for HIV, STD, and TB Prevention (NCHSTP), Centers for Disease Control and Prevention (CDC) proposes to continue data collection for the Gonococcal Isolate Surveillance Project (OMB No. 0920-0307). This request is a three-year extension of clearance.

The purposes of the Gonococcal Isolate Surveillance Project (GISP) are (1) to monitor trends in antimicrobial susceptibility of strains of *Neisseria gonorrhoeae* in the United States and (2) to characterize resistant isolates. GISP provides critical surveillance for antimicrobial resistance, allowing for informed treatment recommendations. GISP was begun in 1986 as a voluntary surveillance project and now involves five regional laboratories and 26 publicly funded sexually transmitted disease (STD) clinics around the country. The STD clinics submit up to 25 gonococcal isolates per month to the regional laboratories, which measure susceptibility to a panel of antibiotics. Limited demographic and clinical information corresponding to the isolates are submitted directly by the clinics to CDC.

Data gathered through GISP are used to alert the public health community to changes in antimicrobial resistance in *Neisseria gonorrhoeae* which may impact treatment choices, and to guide recommendations made in CDC's STD Treatment Guidelines, which are published periodically.

Under the GISP protocol, clinics are asked to provide 25 isolates per month. However, due to low volume at some sites, clinics submit an average of 17 isolates per clinic per month, providing an average of 88 isolates per laboratory per month. The estimated time for clinic personnel to abstract data is 11 minutes per response. Based on previous laboratory experience in analyzing gonococcal isolates, we estimate 88 gonococcal isolates per laboratory each month. The estimated burden for each participating laboratory is one hour per response. Averaged over 88 isolates per laboratory per month, the estimated time for recording control strain data is 0.34 minutes per response. There is no cost to respondents.

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